

**Enrollment Management
Divisional Plan
2020 - 2021**

**Strategic Theme 1: Focusing on Students First
Our unwavering focus on student growth and development**

Related Goal not included in the SP: **Grow and shape undergraduate and graduate enrollments consistent with an emphasis on Rider's vision and mission and in support of students' growth and development.**

Action Plans and Steps not in SP

- Establish strategies to increase enrollment, strengthen student outcomes and support the University's projected financial forecast in collaboration with faculty and administration.

Undergraduate Enrollment

2017-18: Explored new technologies to assist in completing admission decisions, such as document imaging and electronic transcripts.

Received approval for test optional admission standards, which will expand the applicant pool to predominantly talented classroom learners.

Targeted new admission and financial aid communication strategies using the longer recruitment cycle.

Integrated Engaged Learning and The Rider Promise throughout recruitment materials, communications and events.

Expanded the Outcomes of a Rider Education video series and established new video content to support recruitment and demonstrate our vibrant campus community.

Defined a process to replace the retiring Communications and Relationship Management (Banner BRM) system.

Defined an International Team Expand international recruitment in both China and India to increase enrollment, despite declining trends in international enrollment.

Reviewed financial aid policies to award merit aid to further strengthen yield among students likely to persist.

2018-19: Launched test optional communication strategy to increase applications resulting in 38% test optional applications.

Executed a document imaging solution. The process was effective for remote application review. Workflow improvements will continue in 2019-2020.

Identified a new CRM (Slate) to replace sunseting BRM. The implementation process began throughout the year and the first round of launch was in June 2019. Additional components of the launch will continue into 2019-2020.

Began implementation of a new communications and relationship management campaigns with the development of infrastructure that will be scalable to program level campaigns.

Began working with strategies from the branding study to increase applications yield and enrollments.

Expanded digital media and marketing for all undergraduate programs and university brand awareness. *This corresponds to Theme: Raising Rider's Profile SP GOAL 2.1: Build a dynamic marketing program.*

Hired a Florida regional recruiter and a new Graduate Business and International staff member to help support travel and expand support to grow enrollments.

Worked will continue with the WCC partner to increase international applications.

Launched an affordability video campaign. Work continues on additional affordability web and digital projects.

Provided additional fee waiver options to grow campus visits.

2019-20: Continued divisional re-organization work across the four primary areas of the Enrollment Management Division (Marketing and Communications, Admissions, Student Financial Services and Enrollment Analysis, Planning and Reporting). Identification of responsibilities, goals and appropriate resources (staffing, tools and budget) will primarily focus on increasing inquiries and applications.

Procured a new student Complete analysis of targeted student recruitment markets during summer 2019 with a new student search partner. We will expand our market, targeting six schools per territory where there is higher

academic ability, ability to pay and where there is a history of students enrolling but the trend may be declining.

Increased marketing and recruitment exposure to all Power Feeder Schools (identified in the top two tiers of a five-tier probability matrix).

Worked with Academic Affairs to address marginal students who are admitted and refine admission procedures and support systems

Implemented new incentives to drive Early Action applications and establish a more efficient approach to admission and financial aid awarding for all admitted students not just Early Action admitted students. Improvements to our financial aid auto-awarding procedures are targeted for early fall to allow for a higher percentage of “Auto” processed awards and lower the amount of individually reviewed awards. This will allow for improved accuracy and early processing of awards.

Completed initial implementation phase of the relationship management tool (Slate) in February 2020. This phase will include streamlined online applications, new student portal experiences, enhanced affinity scoring, direct input of prospective students through personal devices into Slate during high school visits and recruitment events, incorporation of our new brand strategy through dynamic communication plans within the platform, targeted recruitment campaigns through a new “Be a Bronc” applicant dashboard and enhancement of the Musical Theatre Portfolio tool to replace GetAcceptd.

Provided a recommendation to the Board of Trustees on a new price structure across all programs, which will improve and build upon our value added, return on investment argument. Communicate effectively the benefits of a Rider education, value for the dollar and outcomes stories.

Expanded efforts to get students to visit campus. Complete the new virtual tour. Create a dashboard to monitor visitors to campus. Utilize faculty to visit schools where appropriate e.g., GEMS to visit Marine Academy of Science and Technology in Monmouth County, NJ.

Assimilated WCC into all of our processes, make sure they are represented in all of our literature, address how we will speak with WCC visitors to the LAW campus and design specific outreach to keep them informed of the transition.

Utilized the findings of Render (secret shopper report) to improve the campus visit experience for prospective students, capitalizing on the fact we are private and the many benefits and making sure we put our best foot forward with all visitors to campus.

Expanded FAFSA assistance workshops at our on-campus events.

Evaluated the Campus Connection Grant, it's effectiveness and how we can better utilize it as a tool to yield admitted students.

2020-21: Update all aspects of Slate to work with new brand and website.

Leverage Slate to adapt to a virtual environment of visits and events.

Expand use of Slate with campus partners in other divisions.

Improve organization and folder structure for events, communications, forms, queries.

Continue to improve overall operational efficiencies and improve the business process model for recruitment.

Continue cross training of staff particularly within the Enrollment Management Division, but also throughout the University to support recruitment efforts.

Building year over year reports in Slate and expand data collection to enhance our decision making and prioritization of program marketing.

Implement our value and price repositioning strategy by Applying this reduction to tuition with a corresponding reduction in financial aid expense mitigates financial risk and is cost neutral in comparison to our steady state models. It ultimately reduces sticker shock while maintaining a stable net tuition revenue and net price point for students.

Our institutional focus, already under way through Academic Affairs, compliments our integrated strategy and improves our position for a value and price adjustment. It focuses on our efforts to improve retention and provide greater opportunities to persist towards graduation in four years.

Academic Affairs and Enrollment Management will begin implementation of the Enriched Career Experience, which is designed to elevate the support and importance of career opportunities within the engaged learning program and is another key component to our integrative value and price repositioning. Enrollment surveys throughout the recruitment

cycle tells us that career development and outcomes are critical to students' and parents' college decision-making process.

Continue to incorporate WCC into all aspects of the admission process, to have consistent processes with the transition and treat processes for all WCA programs similarly.

Continue and increase the Milestone Committee review process that began last year to admit students who have the propensity to take full advantage of the program.

Increased promotion for the Freshmen and Transfer Trustee Scholarships. Changes to the scholarship to allow students to apply for the scholarship as test optional. Changes to the question for submission on the application and the incorporate of an optional video. The evaluation of the applicants for this scholarship will be tweaked to coincide with how we evaluated the transfer applicants last year and have a focus on demonstrated interest.

Honors programs will be adjusted to include committee review for students who apply test optional so we can consider them for the honors programs because of the concern that more students will be applying to college test optional.

Creation of all recruitment materials in digital form in order to send them via email, post them on our website, and use them in our virtual recruitment sessions.

Increased virtual recruitment events in place of on ground events due to COVID. Participation in NACAC virtual fairs, and other organizations offering these types of opportunities to cast a wide net of recruitment.

Continuation of virtual events used in the spring to connect with students/families throughout the entire application process.

Contract with Guidebook to offer an app for a walking tour route that families can participate when navigating campus on ground themselves or from the comfort of their homes. More indepth virtual tour than what is currently listed on the website.

Increased plan for social media outlets – Instagram, Facebook Group for admits, Tik Tok.

Increased communication campaigns/events for deferred students, school counselors, parents, Tomorrow's Teachers, Boys State, etc.

Rehire temporary application reviewer to assist with application review from October – April.

Create a Director of Event Planning for the office of admission that would coordinate all events for undergrad, grad and CCS.

Transfer Enrollment

2017-18: Completed additional program to program transfer articulation agreements with multiple community colleges.

2018-19: Completed additional program to program transfer articulation agreements with multiple community colleges.

Expanded free course strategy to increase community college student experiences at Rider.

Worked with the NJ Dept. of Education to implement new 60 credit policies and reverse articulation agreements with community colleges.

Analyzed transfer credit evaluation process to improve efficiency of information for transfer students. Work will continue in 2019-2020.

2019-20: Completed transfer agreements with Middlesex Community College, Camden County College, Bucks County Community College and Rowan College of Burlington County for signing in Fall 2019 and Spring 2020.

Identified Tier 1, 2 and 3 level two-year community colleges and create a corresponding recruitment plan for each that best addresses the potential of attracting students from each of those schools.

Developed faculty to faculty relationships with our two-year community college partners and spread awareness in our top feeder schools.

Increased visibility and presence at primary two-year feeder schools

Managed the application funnel and support digital lead generation activities.

Increased the number of hours dedicated to transfer counseling and articulation agreements to help expand our reach in the transfer market e.g., visiting more community colleges within a 30-40 miles radius from the University with potential to attract applicants.

Offered two Trustee Scholarships to transfer accepts for fall 2020.

Provided Degree Works access to admitted students to provide access to their credit transfer and degree audit information needed for them to make a decision to attend Rider

2020-21: Designate travel territory divided between transfer staff members to allow them to focus on developing more close relationships with schools in their territory.

Increase high impact visits, such as counselor or classroom presentations.

Increase high achieving applications, such as Phi Theta Kappa members transferring from community colleges, by offering 2 Transfer Trustee Scholarships.

Expand housing grant options to include all NJ community colleges.

Expand digital marketing to students and other influencers through social media to target students from specific populations, geographic locations, organization affiliations, and more.

Enable students to express interest in the Program-to-Program agreements through an online form.

Improve credit evaluations to provide students more timely evaluations and access to degree audits up front.

Update articulation agreements with New Jersey Community Colleges as new legislation is requiring that all community colleges reduce their degrees to meet a 60-credit maximum, expand and update agreements with Bucks County College, and develop and promote a series of new agreement with Camden County College.

Develop agreements for Game and Interactive Media Design and Exercise Science throughout the state. To date, 187 Program-to-Program agreements are signed and we plan to add or update approximately 152 agreements during the 2019-2020. year.

Proposal for a dedicated staff member to manage credit evaluations

Consider changes to some of our credit evaluation processes in order to offer more flexibility based on the Lampitt Law that other NJ colleges participate in.

Increased opportunity for transfer students to select housing prior to freshmen students, allowing them choices they would receive at other colleges. Discussion of a living and learning community for transfer students in the future.

Increase meeting opportunities virtually for students with our transfer team in place of Transfer Tuesdays. 3 – 4 a week for scheduled appointments that are promoted on the website and once a week the opportunity for instant decision meetings.

Proposal to host 4 academic sessions (one for each academic college) for community college advisors and faculty during the fall semester to educate them on what we offer in each of our colleges allowing faculty to communicate and share.

Graduate Enrollment

2017-18: Identified 3 new graduate programs to implement by fall 2019: Arts Management & Executive Leadership, Higher Education Analytics, and Information Science. Other programs, such as Dance Therapy and Cybersecurity, are also expected.

Established the University Partnerships Team, comprised of representation from Academic Affairs, University Advancement, Athletics, Student Affairs and Enrollment Management. The Team is charged to develop partnerships with regional businesses, school districts, government agencies and organizations to increase enrollment, build the Rider brand and create internships, job opportunities and engaged learning connections. Six new partnerships were established with NJ Manufacturers, Freehold Borough, Mercer County, M & T Bank, EdAssist and Princeton Child Development Institute. The total employee reach of these new partnerships is over 20,000. Over 150 inquiries and 12 enrollments were generated as a result of these partnerships.

2018-19: Established 8 new partnerships, build benchmark reports and promote destination events to current and new partners for continued relationship growth.

Explored articulation agreements with other colleges for accelerated 3+2 master's programs and continue to expand digital media and marketing for all graduate programs and university brand awareness. *This corresponds to Theme: Raising Rider's Profile SP GOAL 2.1: Build a dynamic marketing program.*

2019-20: Transitioned the grad & CCS apps to Slate with necessary new workflows, expand Slate campaigns to be more persona-based, incorporating new technologies that assimilate with the adult targeted audience.

Expanded events including Open House and Info Sessions both live and online. Revise new grad student orientation.

Evaluate and expand marketing in targeted programs and clusters through surveys, focus groups and increased organic social media.

Launched a new Counseling interview process in collaboration with the department to increase application to registration conversion.

Refined target markets in MA in Arts Management and Executive Leadership and MS in Higher Ed Analytics and Change Management.

Collaborated with marketing team to develop a more comprehensive graduate experience on the web.

Launched initial Pearson cohorts and work with Pearson to optimize admission, billing/awarding and reconciliation of payments through finance.

Continued to expand new corporate partnership opportunities.

Increased collaboration and connection with current University Partnerships. Expand work with clubs outside of Rider to promote Business Programs (i.e. HISPA, Business clubs at community colleges and potentially other schools).

Expanded cross-functional recruitment team to incorporate colleges and define roles for support staff.

Promoted 50th Anniversary of the MBA through marketing and recruiting channels (leads, student search, video, social media, print, publications, digital, direct mail, paid media search).

Leveraged Alumni to assist in the planning of off campus social events to recruit EMBA/MBA students from within local corporations.

Aligned EMBA opportunities for University Partners and employees and their spouses/partners beginning summer 2019 through October 1 2019.

Promoted double degrees (MBA-MSIS/MBA-MSCF) for current and new students.

Promoted refreshed MACC curriculum through communication with students.

- 2020-21: Continue to collaborate with university marketing to develop individual marketing plans for each program in addition to clustering and cross-sell opportunities where possible.
Expand list purchases and target messaging to new audiences with information about graduate programs.
- Continue dialogue with Dr. Pruitt to explore opportunities to be more inclusive in messaging and event planning.
- Develop a “speed to lead’ program to increase response times to prospects.
- Leverage our 4+1 programs more effectively by targeting specific populations like athletics for graduate business
- Utilize Rider alums by involving them in topical webinars related to their jobs to highlight how their degree lead to a successful professional outcome.
- Conduct discovery sessions with University partners and graduate faculty to explore opportunities to insert Rider faculty in partner training initiatives and for insights into where there are opportunities to repackage Rider coursework for certificates and micro-credentials.
- Explore opportunities to leverage Board of Trustees connections in building new partnerships.
- Integrate WCC graduate processes with Lawrenceville including Slate campaigns, events staffing and socializing this collaboration with WCC faculty.
- Continue to expand opportunities for prospective students to interact with the graduate admission team virtually including “drop-in hours” and evening appointments.
- Continue to enhance graduate orientation to include university departments such as Career Development and Success and the alumni office.
- Expand opportunities for involvement in NAGAP for professional development of graduate admission team members.

International Enrollment

- 2019-20: Adjusted language proficiency requirements for admission purposes for consistency and alignment with peer institutions, differentiating undergraduate and graduate proficiency competencies
- 2020-21: Build robust agent network, targeting the primary markets of China and India; secondary markets of South Korea, Japan, Taiwan, and Saudi Arabia; and tertiary markets of Central and South America (Panama, Guatemala, Colombia, and Brazil), and Europe. Includes regular and on-going counselor training; and quick (one week or less turnaround) on completed applications
- Expand N+N agreements to at least two additional Chinese Universities, for dual degree programs approved by China's MOE
- Establish articulation agreements with Mumbai University branches for N+N student pipelines
- Develop high school network in China for recruitment
- Promote Sanda University partnership to open recruitment to non-dual degree participants and build interest for future cohorts
- Focus on affordability and outcomes of Rider University for international markets, providing diversity discounting (e.g., emerging markets in Brazil - country hit hard by currency fluctuation) and utilizing market-specific alumni testimony.
- Work with CIE to establish International Alumni Chapters in China, India, and South Korea
- Streamline processes with CIE to ensure support and transition of admitted students for enrollment support through CIE
- Working CIE and Transfer and UG, target local high schools and select local community colleges for recruitment of internationals
- Expand STEM eligible majors (CIP codes) on I-17, addressing sought-after degrees that qualify for 3-year OPT
- Add certificate programs, especially in Business Analytics, to I-17, adding OPT options for a year-long program, targeting China, Japan, and Taiwan
- Explore marketing of online programs in China and India, with options for one year on campus (note: online programs, outside of ESL, are historically not attractive; however, the pandemic has opened that door,

and if packaged properly to allow student to attend an academic year, the market can be primed for expansion)

Increase infrastructure in admissions to allow for increased response times on int'l applications (all agents agree that response time is the number one factor in a student's decision, once apps are submitted)

Institute the position of Senior International Officer for Rider University, to coordinate international services: Study Abroad, Academics (internationalization of the curriculum), International Student Services, Admissions, ELI, Global Partnerships, Future Off-shore Campuses

SP GOAL 1.6: Build a vibrant living and learning community that enhances the university experience for students, faculty, staff, administrators and alumni, strengthens learning and campus spirit and further builds a sense of community, place and belonging.

Action Plans and Steps

Vibrant Living

1.6A: Promote and enhance on-campus living. Renovate residence halls including air conditioning, common areas, bathrooms and ADA accessibility. Expand housing options for upperclassmen. Develop alternate residential pricing models.

2017-18: Developed a 2-year housing requirement beginning with the incoming fall 2019 class, in collaboration with Student Affairs, to support the college experience and personal growth that comes from living in a community with others. The requirement was evaluated against peer institutions and exception workflows were considered.

2018-19: Executed the 2-year housing requirement. Implement systemic parameters to execute distance requirements and communication plans to support the requirement and appeals process.

2019-20: Analyze and refine 2-year housing requirement. Enhance the appeals process and balance between affordability and the living/learning experience.

2020-21: Continue work on housing requirements, appeals and affordability.

SP GOAL 1.4: Strengthen students' persistence and timeliness to graduation.

Action Plan and Steps not included in SP

- Work with Academic Affairs and Student Affairs to enhance the student experience and help to improve first-year retention and graduation rates.

2017-18: Provided support to the Provost and Academic Deans to plan and publicize community college articulation agreements and engage prospective transfer students academically and socially on campus to positively influence transfer recruitment.

Offered unique admission programming to prospective transfer students enrolled in courses at Rider, including but not limited to, application fee waivers and more personalized recruitment events.

Continued to grow the population of Mercer County Community College students residing on the Lawrenceville campus.

Evaluated financial aid policies to improve student persistence.

Expanded communication with the Retention and Student Success Committee and departments on campus to provide intervention for students.

Engaged transfer students during their community college tenure.

Implemented and communicated an early warning system for freshmen based on survey results and financial aid data in collaboration with Institutional Research.

2018-19: Implemented a new merit scholarship aid policy to help students retain merit aid and support their academic progress.

Worked with Career Development and Success to refine the on-campus job experience through the work study program.

Began analysis on financial literacy and student loan debt management.

2019-20: Partnered with Institutional Analysis to develop a working model that will better predict at risk students who struggle with affordability. The model will look at academic, social and financial variables and coordinate with both the recruitment CRM (Slate) and Retention CRM (EAB Student Success Collaborative)

Established earlier financial aid awarding and billing to improve staff and faculty student counseling and reconciliation prior to start of term

Evaluated scholarship policies to maximize retention rates for returning students.

Worked with the Dean of Students and the Provost's Office, implement new EAB Student Success Management System to improve student retention.

2020-21: Implement Electronic refunds to aid students in receiving their refunds in a timelier manner and thereby lowering the administrative burden on reconciling "un-cashed" checks.

Refine analysis models that better predict at risk students who struggle with affordability. The model will expand on academic, social and financial variables and coordinate with both the recruitment CRM (Slate) and Retention CRM (EAB Student Success Collaborative)

SP GOAL 1.5: Continue to revitalize curricular offerings and delivery methods to attract and retain students and non-traditional learners, strength the best of what Rider has to offer, and reflect advances in higher education, industries, and the professions, to create ten new academic programs by fall 2020.

Related EM Goal: Provide data and market research about new programs and majors that could help increase enrollment and strengthen the Rider University brand.

Action Plans and Steps

2017-18: Targeted 8 new undergraduate programs by fall 2020 and 2 additional new undergraduate programs by fall 2021 in collaboration with Academic Affairs.

Collaborated with the College of Continuing Studies to evaluate online program management partners.

2018-19: Partnered with Academic Affairs to evaluate and support the development of new or expanded academic programs.

2019-20: Evaluated IPEDS, College Board and Labor statistics to expand the analysis of new academic programs.

2020-21: Partner with Academic Affairs and Finance to implement a university-wide, streamlined workflow for new program development process.

Develop marketing plans and launch new online graduate programs for the Master of Science in Nursing and Bachelor of Science and Master of Science in Cybersecurity.

Strategic Theme 2: Raising Rider’s Profile
The branding, marketing and promotion of our University

SP GOAL 2.1: Build a dynamic marketing program that integrates marketing, advertising and public relations strategies to raise the University’s profile, position Rider to be a university of choice for students and employees, with name recognition and brand awareness, and emphasize Rider’s value proposition.

Action Plans and Steps

2.1A: Define and implement key messaging around engaged learning, the proposed new advising model, student outcomes, and other strategic priorities to demonstrate Rider’s value proposition. Key messages should be driven by an external brand study and internal feedback. Promote the Rider PROMISE.

2017-18: Engaged 160over90 to implement a comprehensive brand study following an extensive RFP process in collaboration with Enrollment Management, Finance and Athletics.

Created large pop-up banners in advance of the Middle States team visit promoting the Rider PROMISE. These are now displayed at more than two dozen sites on campus.

Created and displayed framed prints of the Rider Mission and PROMISE and Community Values Statement in offices throughout the University.

Established an Engaged Learning billboard campaign, which ran for 20 weeks and rotated on eight digital and static billboards throughout Mercer and Bucks Counties featuring visual images of students demonstrating engaged learning, with a link to the engaged learning web site.

Assessed a rebuild of the online virtual campus tour series targeting the Engaged Learning experience.

Promoted The Rider Promise and showcased successful student engagement, experiences, and learning throughout admission marketing materials, digital media, and Rider’s web site.

Developed digital marketing materials/videos to promote the Engaged Learning program.

Evaluated the Financial Aid budget allocations to expand financial and engaged learning opportunities across all clubs, organizations, special populations, research positions, resident advisors, community services, etc., on campus that contribute both to the University and to the surrounding community.

Collaborated in an external brand study agency search resulting in securing 160over90 to conduct a branding study in 2018-19.

2018-19: Completed the brand study in fall 2018 to determine baseline brand attitude, perception and awareness of Rider University among key stakeholder groups such as faculty, staff, students, parents, prospective students, business leaders, alumni and donors. Used results to inform key messaging and advertising strategies, as well as key priorities for marketing, PR and branding moving forward.

Engaged in a comprehensive process to begin the development of a new brand strategy including brand and editorial guidelines.

Undertook an extensive RFP process to select vendor to rebuild a new Rider website.

Established an engaged learning team of undergraduate and graduate level students within the marketing team including writers, graphic designers, website support, photographers and videographers.

Created a new Rider commercial/video promoting engaged learning.

Reorganized and expanded the Marketing and Communications department within the Enrollment Management Division to align more strategically with enrollment and fundraising initiatives.
Promoted Engaged Learning program through sponsored content articles on regional news websites; a radio spot aired on regional radio stations; Campus Chronicle and News at Rider articles and Student Outcomes on rider.edu.

2019-20: Rolled out new brand with Undergraduate Viewbook and extensive advertising campaign.

Built initial framework for new Rider website focused on user journey/usability, brand, academic excellence, and other brand priorities.

Created a campus-wide branding plan to raise Rider's visibility on the Lawrenceville campus.

Refined Slate campaigns in collaboration with Enrollment Management and Admission teams.

Supported campus transition and brand/promotion of Westminster.
Build new Rider website (schedule launch September 2020).

2020-21: Develop clear marketing and communication goals and for our value and price re-alignment. Those messages, communicated through a variety marketing and advertising channels, will focus on lower sticker price and greater value through supportive persistence to graduation, career development, experience and successful outcomes.

Educate internal stakeholders on the motivation and goals behind our value and price integrative strategy to influence external stakeholders. We

want to emphasize the investment and growth in our value proposition and remain open to ongoing feedback from all key stakeholders.

Rollout new university-wide web site re-build and continue preparing for University Advancement efforts for specific capital campaign marketing efforts.

Develop new web development model and train power users. Introduce new web guidelines.

Generate leads to support enrollment targets by managing and optimizing paid social media campaigns for new programs (MSN, Cyber, Acting) and established priority programs.

Create Paid Media Reports with analysis of the performance of campaigns along with recommendations for improvement.

2.1B: Develop and implement marketing and communication plans for key constituencies in collaboration with subject matter experts, expanding awareness of the University both locally, regionally and beyond. Constituencies include prospective and current students (traditional and non-traditional), parents, alumni, donors, faculty and staff, external media, government, business leaders and employers, influencers and other specific audiences (e.g., those attending athletic competitions, theater productions and other performances, and Rebovich Center events).

2017-18: Revised marketing and communication plans to expand brand awareness, student centeredness, academic quality, and outcomes to prospective students, parents, employers, and business leaders

Updated digital marketing materials to comply with ADA compliance standards.

Promoted several subject matter experts through PR, social media and other communication vehicles such as the Rider magazine and alumni e-newsletter. Examples include Dr. Aaron Moore, associate professor of Journalism, and Dr. Benjamin Dworkin, former director of the Rebovich Institute for New Jersey Politics, who (prior to his departure), was heavily promoted through media interviews and social media exposure.

Created a new e-newsletter entitled *Campus Chronicle* to raise Rider's reputation and awareness among presidents, provosts and vice presidents of enrollment management at all colleges and universities in the Northeast Region who complete peer evaluation surveys for U.S. News & World Report. The first issue was distributed in spring 2018, just prior to the release of the peer evaluation survey.

- 2018-19: Established a comprehensive network of staff throughout the University as coordinated points of contact to support all marketing efforts. Collaborated with University stakeholders to implement a central marketing process.
- Began a university-wide web site re-build and supported University Advancement efforts for specific capital campaign marketing efforts.
- Defined a central, forward facing University Events presence and workflow that will establish Rider as a community destination throughout the calendar year. Partner with Rebovitch Institute and other key events. *This corresponds to EM GOAL 1: Strengthen campus spirit and further build a sense of community, place and belonging.*
- Worked with the branding agency and Rider community to develop an action plan report.
- Renewed marketing and communication plans to expand brand awareness, student centeredness, academic quality, and outcomes to prospective students, parents, employers, and business leaders.
- Produced marketing materials that comply with University branding and ADA compliance standards.
- Implemented multi-channel advertising campaign including outdoor, transit, digital, and sponsored content advertising to raise Rider’s profile.
- Launched marketing and enrollment campaign for new Game and Interactive Media Design program, marking the first integrated campaign between Marketing and Communications, and Admissions.
- Began collaborative relationship with Pearson to market online programs.
- Supported implementation of Slate (customer relationship management system) with strategic design and editorial content.
- 2019-20: Collaborated with Deans, faculty and other administrators to develop communication and marketing plans for Colleges, academic programs and other key initiatives with the goal of raising enrollment.
- Evaluated e-news options and make recommendation for standardized tool, approach and process university-wide.
- Continued to support Pearson marketing efforts for online programs.
- Brought all Admissions related collateral material in-house and rebrand to coincide with new brand guidelines.

Established a comprehensive marketing plan framework across colleges.

Continued work on the second and third phases of the website rebuild.

Continued work on the third phase of the brand strategy rollout.

2020-21: Enhance collaboration of internal communications, legal and government relations overlapping efforts. Expand external government relations network.

Utilize videographer to focus on admission, financial aid, recruitment efforts in order to connect with students in the media and platforms they demand.

2.1C: Ensure consistency in brand awareness and messaging across the institution through a variety of tools and resources (i.e. guidelines, talking points, graphics standards)

2017-18: Began substantial revision and expansion of the Graphic Standards Manual and Policies.

2018-19: Finalized editorial and brand style guides.

Created internal request forms to ensure consistency in marketing requests and workflow.

2019-20: Announced and educated the campus community regarding new brand, graphic and editorial guidelines.

Established “power users” for new Rider.edu web site and provide training in advance of new site launch.

Established communication plan for Westminster campus transition

2020-21: Re-establish a power users group (Marketing and Communication Council) and begin campaign to expand policy and procedures campus-wide with regard to consistent brand awareness and messaging.

License Rider University logo.

Establish a University-wide workflow for graphic standards and continue to educate the campus community regarding new brand, graphic and editorial guidelines as well as the importance of a single cohesive University brand and logo infrastructure.

2.1D: Establish a university-wide team, comprised of staff and faculty, to assist with the development, implementation and assessment of marketing and communication plans. Establish assessment benchmarks, outcomes and reporting tools.

2017-18: Established a Marketing Resources and Strategy Team consisting of the Office of Marketing and Communications, College of Continuing Studies, Procurement Office and Enrollment Management. Evaluated marketing resources (people, funding levels and tools) throughout the University to support marketing efforts. Established a University Partnerships Team, an Events Planning Team and partnered with the Communications and Marketing Committee (CMC) to support long term marketing and brand awareness strategies.

Reorganized the Communications and Marketing Committee (CMC), comprised of faculty and staff across both campuses. CMC met bi-monthly to discuss major marketing initiatives, special events and projects and to share ideas and best practices. CMC is chaired by the Assistant Vice President for Marketing and Communications.

One particular undertaking of CMC was a thorough presentation by the Dean of Admissions regarding the admissions process, recruitment cycle and progression of a prospective student from inquiry to enrollment.

Defined a new comprehensive Marketing and Communications department model as a collaborative effort of University Marketing and Communications, Enrollment Management and Academic Affairs. Comprised largely of CMC members, this strategic, multi-layered university-wide group will build a dynamic marketing program in support of the Strategic Plan, Comprehensive Campaign and recommendations resulting from the brand study. The team evaluated institutional marketing resources (people and funding levels) throughout the University as a first step in building a more effective marketing infrastructure.

In addition to the CMC team, smaller groups of key individuals were developed to focus on specific priorities, such as social media, the web, story development and more. These initiatives are the stepping stones for a new university-wide marketing team to work across divisions and functions to meet primary goals of growing enrollment and fundraising.

2018-19: Reorganized the organizational structure and physical location of staff from across multiple divisions into a newly established Marketing and Communications department (Agency Model). Renegotiated or eliminated inefficient external contracts, which funded the hiring of new internal marketing staff including an Executive and Associate Director of marketing strategy, Director of Digital Strategy, Paid Media Specialist, Web Designer and Content Specialist.

Hired additional staff to support the capital campaign (communications professional and videographer).

Held regular meetings of the CMC to inform committee members of the brand study results and to help inform marketing and communication initiatives moving forward.

Reorganized and expanded the Office of Marketing and Communications within the Enrollment Management Division to more closely align with enrollment, admission and fundraising initiatives.

2019-20: Continue to build and refine the internal Marketing and Communications “Agency Model”

Hold two Marketing forums (one each semester) to update the campus community on new brand launch, marketing initiatives and progress of new website build.

Train internal constituents on how to utilize and implement the new brand through workshops and training sessions.

Finalize all processes, guidelines and workflow requests for the Office of University Marketing and Communications and announce and educate our community.

Rebuild Office of Marketing and Communications web presence to provide tools, information, guidelines, style guides, request forms, media information and other marketing resources to ensure brand consistency.

Continue to hold CMC meetings.

2020-21: Re-establish a power users group (Marketing and Communication Council) and begin campaign to expand policy and procedures campus-wide with regard to consistent brand awareness and messaging.

Develop workflow for establishing University-wide priorities for Marketing and Communications Projects.

2.1F: Identify, market and promote pillars of excellence across the institution. These should include the best that Rider has to offer in terms of academic and other programs. Marketing of these programs should be consistent, cohesive and enhance Rider’s reputation and name recognition.

2017-18: Used a variety of communication vehicles to promote pillars of excellence to a variety of audiences including Rider magazine, e-newsletters, press

releases, social media and the News at Rider web site (www.rider.edu/news). Readership on News at Rider continued to grow with over 200 articles written and posted, generating 205,147 unique pageviews, an increase of 8% over last year. In total 21,713 people visited News at Rider directly, a 3.5% increase over the previous year.

- 2018-19: Promoted Rider’s pillars of excellence informed by the results of the brand study including new programs, engaged learning, and major donor gifts.
- Expanded the web site video library to highlight engaged learning, outcomes, affordability, vibrant campus life, and lifetime fulfillment.
- 2019-20: Prioritized academic programs based on enrollment goals for resources and marketing plans.
- Utilized videos to promote outcomes, new programs and strategic enrollment goals.
- Developed an action plan with Academic Affairs to promote faculty and student activities and outcomes.
- 2020-21: Establish plan to create new public university newsletter to engage stakeholders, alumni, staff, faculty and community at large.
- Implement prioritization of academic programs based on enrollment goals for resources and marketing plans.
- Implement a year-long plan focused on student outcomes that increases number of outcome profiles published on rider.edu and implement video to increase engagement.
- Establish benchmarks for media relations.
- Develop content for priority sections of the new Rider.edu website in collaboration with University subject matter experts (staff, faculty)
- 2.1G: Encourage and support faculty and staff as ambassadors of the University. Offer talking points, strategies and engagement activities that align closely with Rider’s strategic themes, mission, vision and values.
- 2017-18: Wrote and disseminated talking points, FAQs, letters, press releases and web site content to assist faculty and staff and faculty to understand and navigate the many questions surrounding the transition of Westminster Choir College, the Conservatory and Continuing Education.
- 2018-19: Provided strategic communications counsel and leadership for issues and priorities including diversity and inclusion, Westminster transition, major donor gifts and admission functions.
- Developed a year-long sponsorship plan with Lawrence Township to improve Rider’s presence at many local activities including the annual

fireworks display, the Memorial Day Parade, Kids Triathlon, and community clean-up days.

- 2019-20: Evaluated increased distribution of Rider magazine on and off campus, including increased mailing lists. Secure Rider-branded magazine holders for on and off campus locations.
- 2020-21: Expand student and faculty profiles utilizing stories to drive community awareness by integrating them through multiple media channels including but not limited to the new website launch and institutional CRM's.

Strategic Theme 4: Investing in Our Future

The strategic cultivation, management and investment of our resources

SP GOAL 4.1: Build tuition and other net revenue to meet capital and operating needs.

Action Plans and Steps

4.1A With input from Rider's enrollment partner, transition to lower per student costs to compete more effectively with cross-admit peer institutions and improve admissions yield and retention. Implement innovative pricing and other financial aid strategies to better attract and retain students, support affordability and generate greater net tuition revenue.

2017-18: The admitted discount rate was adjusted upward to lower per student costs and meet the market pressure from low cost public and competitive lower end private institutions.

2018-19: Worked with Human Capital Research Corporation (HCRC), Rider's enrollment partner, to determine a strategy for stabilizing the "sticker price" associated with college affordability. Work will continue into 2019-2020.

2019-20: Continue to analyze and recommend tuition and fee rates that bring our online, hybrid and on-ground cost with in line with our market position and price point to maintain a balanced enrollment.

Perform a zero-based budget analysis for FY21 planning.

Terminate vendor contracts where Slate can replace existing services.

2020-21: Implement our integrative Value and Price Repositioning strategy.