

ANTIOCH COLLEGE

EMERGENCY RECRUITMENT & ENROLLMENT PLAN

2008-2014

Presented **October 2007**



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Office of **Admission and Financial Aid**

and

Antioch College **Alumni Association**

INTRODUCTION

“Antioch is in a class by itself. There is no college or university in the country that makes a more profound difference in a young person’s life, or that creates more effective adults. None of the Ivies, big or little, can match Antioch’s ability to produce outstanding thinkers and doers.”

– Loren Pope, *Colleges That Change Lives*

Antioch has much to celebrate. The College boasts of a recent Nobel Prize winner, seven MacArthur Fellows, generations of Fulbright winners, and a legacy of alumni who lead meaningful, interesting lives. Antioch has a history that few others can claim, and most only dream of. The current students of Antioch are talented, bold, and caring - worthy of the title *Antiochian*. Antioch College belongs on the front cover of *The Chronicle of Higher Education*, but not for closing its doors. Antioch is poised to reclaim its rightful spot at the forefront of higher education.

It will require substantial effort for Antioch to reestablish its place in the minds of prospective students, parents, and guidance counselors. Before enrollment efforts can begin, a comprehensive media relations effort must be launched to address the reputation damage from the announcement of the proposed suspension of operations. Significant growth and retention of students from our current predicament is essential and will require considerable skill and resources.

It is possible.

In the next decade, Antioch College will be more dependent on tuition dollars to support operations than many of its peer colleges. Therefore, the important changes made as a result of fundraising to broaden and strengthen the academic program and improve campus facilities are essential to moving away from tuition dependency. Addressing these principal challenges will help Antioch College to increase enrollment and retain its students. Also key to expanding enrollment and improving retention is the streamlining of student services and support networks on campus.

In order to draw talented students for whom the program and mission of Antioch College are attractive, strategic financial aid leveraging will play a significant role in enrollment planning. The College uses a significant proportion of its gross tuition receipts to fund financial aid. This outcome is due to competition for students in the college marketplace creating demand for value from prospective students and parents. The position of Antioch College in that marketplace and perceptions of the College and its program of study and facilities further exacerbate this. The admissions and financial aid efforts of Antioch College seek to rein in tuition discounts to a responsible level while still being competitive with our peer institutions, fiscally responsible to the College, and fair to the students and families who seek an Antioch education.

This, too, is possible.

In this Emergency Recruitment and Enrollment Management Plan, we outline activities, needs, and plans necessary to counter the damage done by the announcement to suspend operations and to push forward in our efforts to attract and graduate some of the world’s most talented and community-minded students.

SUMMARY

Immediate Challenges for Admissions at Antioch

1. The announced suspension poses serious, but reversible challenges for admissions recruitment.
2. Negative press is an immense hurdle and compounds how prospective students, their families, and the broader educational community perceive Antioch.

3. We will need to regain the trust and endorsement of prospective students, families, and guidance counselors.
4. High staff turnover in Admissions, as well as in College leadership, has had a devastating effect on our effort to create and implement a vision and strategic plan.
5. We have limited resources - financial, personnel, and time - to bring in a class for the Fall of 2008.
6. There are a limited number of students that self-identify that they are interested in attending college in a rural setting.

With a suspension of operations in place, we cannot yet ethically recruit a new class of students or develop materials and messaging in preparation of recruitment. Reversing the assumption that Antioch is closing is the greatest immediate challenge. However, along with countering negative press, this is perhaps the greatest opportunity we have to promote Antioch's achievements and educational quality.

The announced suspension in June 2007, after the national student enrollment reply date of May 1, left families with severely limited options. There is heightened skepticism that students can complete a degree if they attend Antioch. We will need to assure parents, students, and counselors that we are committed to seeing this happen.

Attracting and retaining talented leaders is paramount to consistent success and efficient use of funds and other resources. Admissions efforts exist largely to connect prospective students to the larger Antioch College community – the support of the entire community is critical in the successful recruitment and retention of students.

The renewal curriculum was not the answer to Antioch's enrollment problems and a return to some of the core programs that make Antioch special will place it once again at the forefront of education. Our success will not be an overnight sensation, but rather a longstanding and steadfast return to excellence. We anticipate sacrifices in the short term and will bring in small entering classes initially, but high-quality, Antioch students. The opportunity to recruit them is now. This approach will help us only to improve over the long term.

In a competitive liberal arts environment, it is important that Antioch address her unique challenges head on, including being in a rural setting. Being a part of *Colleges That Change Lives* has had an enormous effect on prospective families and their understanding of the power of a liberal arts education. All work generated from the Admissions Office goes to target and influence the prospective student pool from the inquiry stage onward and meet challenges like these proactively. For example, while Antioch is in a rural setting, Yellow Springs is an asset that other colleges do not experience (Earlham, Beloit, Lawrence, and Clark come to mind). Co-op is also a key piece that sets us apart from other liberal arts colleges and is a springboard to far reaching places beyond Yellow Springs, Ohio.

Key Advantages for Admissions at Antioch

1. We have the attention and support of higher education professionals including Colleges That Change Lives (CTCL) and the Eco League; they are following Antioch's story and wishing us to succeed. Good news does and will travel fast.

CTCL is a non-profit organization and group of colleges to which Antioch belongs. It is the most powerful vehicle we have for promoting Antioch in the high school and independent counselor community as well as among individual families in the college search process. Resources include radio and print media connections, events in key markets, website, printed book, and a powerful message. The Eco League is like CTCL, only smaller in scope. Antioch is a leader in the Eco League and as they hone their message to reach larger audiences, Antioch is poised to benefit from its involvement in this consortium.

2. We have a core group of faculty and students who are interested in supporting the admissions efforts in substantive, sustainable, and innovative ways.
3. Alumni networks/chapters are interested and ready to help the admissions effort. No matter what generation you're from, there is a remarkable shared experience at Antioch and an immediate conversation undoubtedly ensues. The alumni networks span the globe and will be key in the emergency recruitment strategy for the Fall 2008 class. Alumni efforts are well under way to assist in the recruitment of future Antiochians. Prior to the announcement of suspension we only had seven chapters in place, we now have nearly 40 chapters worldwide.
4. The largest generation of U.S. students is applying to college this year. This is due to two main factors. The first, baby boomers' children are now college age; and the second, we also have the largest first generation college bound students applying to and attending college. Research universities and liberal arts colleges alike have benefited greatly from the steady increase in students applying to college over the last seven years. If we were ever to try and re-establish ourselves, now is the time to act.
5. Through our consultant, Human Capital, we have strong research and information allowing for extraordinary predictive modeling for recruitment and for allocating and leveraging financial aid. This is invaluable in our commitment to a total enrollment management model that monitors retention as it recruits new students and supports students from the prospective student stage through graduation and stabilizes revenue over the long term. Antioch has done a fair job of prospect management in the past. The real crisis is when students leave before completing their degree, creating a hole in revenue. Moving to a fully supported enrollment management model in phases will address this crisis.

Purposes of an Enrollment Management Model for Antioch

Antioch College's Emergency Recruitment and Enrollment Management Plan for the next six years, 2008-2014, is focused on enrollment, marketing, retention and student success. First, enrollment and marketing efforts must be integrated to help recruit students that reach their academic goals and contribute to the economic development and education of engaged citizens, while maximizing the College's resources. Second, student success strengthens the institution as a whole and creates a dynamic student body that is actively engaged and connected to the college and the world. Finally, retaining and graduating students is sound business practice that enhances the institution's resource base, ensures return on investments in budgeting for recruitment and student support services, increases the value of the degree, increases name recognition, and ultimately creates a more vibrant campus community and more satisfied and engaged alumni.

A focus on enrolling students who will be successful and engaged community members is aligned with the Office of Admissions and Financial Aid's definition of enrollment management: *an integrated systems approach that focuses on student enrollment from the time of their inquiry through graduation and post-graduation. An effective enrollment management system alters and improves the institution's frame of reference about itself and its prospective students, community members and business partners* (Hossler, 1986). This definition indicates how important an institutional-wide plan is to successfully reaching our goals, serving our community, and living our motto. By recruiting future alumni, and not just students to come in the front door, we stabilize the base revenue generated by tuition dollars and we can support and sustain a culture of student development, global citizenship, collaboration, and integrity.

SITUATIONAL ANALYSIS (SWOT ANALYSIS)

Internal	External
<p style="text-align: center;">CURRENT STRENGTHS</p> <ul style="list-style-type: none"> ▪ Attention and support of other higher education professionals ▪ Colleges That Change Lives fairs, marketing tools, and other support ▪ Eco League support and marketing tools ▪ Antioch's distinctiveness ▪ Increased alumni participation ▪ Success in fundraising ▪ Alumni in Recruitment Program ▪ International Recruitment Plan ▪ Increased faculty and student participation ▪ Better knowledge of financial aid ▪ Quality students in pool ▪ International outreach and support ▪ Availability of and access to organic multi-media tools celebrating Antioch ▪ Commitment to attracting and supporting future graduates of Antioch, not just students to bring in the door 	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Antioch Alumni Association ▪ Outreach programs ▪ Scholarships ▪ Articulation Agreements with 2yr schools ▪ Technology ▪ Recruitment focus on segmented markets ▪ Press coverage ▪ Eco League ▪ Colleges That Change Lives ▪ Coretta Scott King Center/Bonner Program ▪ American Colleges & Universities ▪ Guidance counselor programs ▪ Refined search capabilities ▪ To reconnect with alumni and other friends of Antioch in quality recruitment activities ▪ Success in fundraising
<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ▪ National/international perception that we're closing ▪ Broken trust – external ▪ Broken trust – internal ▪ Leadership changes ▪ Available time and personnel ▪ Need to train large number of volunteers in a short period of time ▪ Retention ▪ Lack of historical data and knowledge ▪ Student Services ▪ Physical Plant ▪ Resources/finances ▪ Not an access school for first generation ▪ Organization/time management ▪ No store of printed publications to send (exists in electronic format) ▪ Change in curriculum ▪ Previous inconsistent travel in locations 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> ▪ Time ▪ Competition ▪ Staff changes ▪ Age gap for non-traditional students ▪ Access gap for multi-cultural students ▪ Communication flow ▪ International conflicts ▪ Homeland conflicts ▪ Resources ▪ Technology ▪ Tuition discount rate, esp. in Ohio ▪ Federal and State Funds ▪ Scholarships

ADMISSIONS EMERGENCY RECRUITMENT PLAN

“UN-RINGING THE BELL”

Objective: Announce the Continuation of Operations

Implementation Steps:

1. We need to craft our message and send out press releases to The Chronicle for Higher Education, InsideHigherEd.com, and other industry periodicals.
2. Send announcements to the National Association for College Admission Counseling (NACAC) and other admissions organizations/consortia to immediately inform the secondary educational community as well as higher educational community that we are operational.
3. The CTCL group has generously offered their support in helping us recruit a class for Fall 2008. One of the things talked about was possibly sending a letter to all prospective students in the entire 40 college CTCL database.
4. Send a letter from the Board of Trustees to all 11,000+ inquiries in our database letting them know that Antioch is not only open, but also assuring parents and students that we are committed to seeing them complete a degree.
5. Create a letter or insert for brochure saying that the college is back and give to volunteers to be dropped off at local high schools.
6. Launch the search for a new Dean/VP of Enrollment for FY 2009.
7. We need to have a consistent message internally, including the Yellow Springs community, as well as externally.

Objective: Train Volunteers

Implementation Steps:

Volunteer training activities – web-based training module with a phone interview; admissions case studies training at chapter meetings or on campus; Admissions 101 on Antiochians.org, The Record, and alumni newsletter.

The Alumni Board (AB) Admissions Committee will work closely with the Director of Admissions who will train each member of the AB Admissions Committee as well as travel to chapter meetings for training. The AB Admissions Committee will then train volunteers in their own chapters and possibly travel to other chapters.

The AB Admissions Committee will oversee alumni training in FY 2009; work with an Alumni Coordinator in FY 2010, and in FY 2011, the Alumni Coordinator will oversee all volunteer work.

Objective: Fall 2008 Recruitment

Primary Target Populations

- Transfer students
- International students
- Children of alumni and alumni referrals (legacies)
- Re-admit students

Secondary Target Populations

- First-Year, Fall 2008 inquiries in database
- Self-initiated first-year inquiries

Rationale

- It's too late in the season to launch a large-scale traditional recruitment campaign for first-year students,
- The timeline is different for transfer and international students and contacting them later is acceptable.
- Bolstering transfer and international student populations is part of the long-term strategic plan.

While it's late in the recruitment cycle we can use our time smartly and budget accordingly. We already have experienced great success in our fundraising and by bringing Admissions' offices in physical proximity of other student services in Main Building, we will make the most of what resources we have.

Implementation Steps:

1. Contract with enrollment and financial aid consultant, Human Capital.
2. Purchase search names for first year and transfer students.
3. Launch a "fast application" campaign.
4. We need to reinstate dormant articulation agreements with two-year colleges.
5. Contact The U.S Department of State, Network of College Advisors, The College Board, print guidebooks, and Internet sources – let them know we are operational.
6. Deploy volunteers: to educate and qualify the prospective student pool.

Alumni volunteer outreach activities for Fall 08: Work with the Office of Institutional Advancement for alumni admissions training and for chapters to host celebratory "This is an Antioch Education" event for prospective students as well as yield events for deposited students in the spring. Have alumni serve as telecounselors – call prospective students, cover college fairs and conduct interviews. This will be especially necessary for international students, an untapped market for Antioch. To ensure the success of this program, we will need to have an online reporting system.

Student volunteer outreach activities for Fall 08: Do video blogs on YouTube; Facebook mentors and coordinated outreach; online chats for admitted students; radio spots (already happening); zines and other organic print media; podcasting special lectures, guests, and conversations; and connect with high schools around the campus project "Why We Stay" (this will also help with rebuilding trust).

Faculty volunteer outreach activities for Fall 08: some travel; reading applications; interview students; Dennie Eagleson will help with photography and rallying a volunteer student zine effort; and Hassan Rahmanian will help support international student recruitment efforts – contacting embassies and key non-profits identified in Antioch's research.

7. Send out a second round of press releases letting the public know how we did.

Objective: Fall 2009 Recruitment

We will simultaneously recruit the entering class of Fall 08 and Fall 09.

Primary Target Populations

- First-year students
- Affinity groups (GSA, Quaker, Unitarian, etc.)
- Home-schooled, alternative and independent school students.
- Children of alumni and alumni referrals (legacies)

Secondary Target Populations

- Transfer students
- International students
- Re-admits

To counter negative press and rebuild trust and skepticism in the guidance counseling community and with those who have influence in the college decision, a number of events and activities will be undertaken.

Implementation Steps:

1. Begin a full recruitment cycle including purchasing search names with first-year transfer, and international prospective students.
2. Host up to four Counselor Fly-Ins (proposed: two in the fall and two in the spring).
3. Host local Counselor Day and Transfer Counselor Afternoons.
4. Participate in the “Heart of Ohio Counselor Tour.”
5. Maintain a high profile at national admissions forums and events, such as NACAC and College Board conferences; host a counselor dinner at NACAC conference and have Board of Trustee members at counselor events – it is important to introduce our new college.
6. Hold counselor events in key markets (i.e. counselor breakfasts).

Fall 2010 Recruitment

Tertiary target markets added: multi-cultural student recruitment plan; first generation students; areas of academic strength (examples: environmental studies, arts & letters, and global citizenship student targets). Here is where we start to shape the entering class and overall student enrollment of the College.

“BRINGING IN THE CLASS”

Objective: National Interview Days and Weekends

Implementation Steps:

Recruitment staff and select trained alumni will offer weekend interviews throughout the year in the identified target cities.

Objective: Utilize Co-op Communities

Implementation Steps:

Strong ties with the Co-Op Community Coordinators are important to the success of recruitment and retention. Meeting and planning events and projects (such as “This is an Antioch Education” and Interview Days) with the Coordinators is key. Additionally, focused co-ops with alumni in key labs or organizations, such as social entrepreneurship or environmental science, could help build up the curriculum as well as give a stronger selling point for recruitment.

Objective: Campus Visit and Special Programs

Implementation Steps:

The campus visit remains the highest indicator of conversion and yield. Every effort will be made to encourage prospective students to visit. The visit calendar will reflect a series of high quality programs, friendly, well-trained student tour guides, and high level customer service throughout all interactions, including dining and housing. Special programs will address student needs throughout the recruitment cycle, from summer previews for sophomores and juniors, transfer programs, through the admitted student scholarship program.

Objective: Update Admissions Publications

Implementation Steps:

Admissions & Financial Aid publications will be designed in modular format to provide the maximum flexibility in their deployment. Working with the Communications/PR office, Early Express mail house, and others, the Communications Team will oversee the development and production of all publications needed for the standard communication flow, including new pieces for the 08-09 recruitment year, as well as ad hoc and special events publications.

Objective: Increased Alumni Relations

Implementation Steps:

Alumni referrals and telecounselors are the foundations for renewed alumni involvement in admissions recruitment. Connecting with and training alumni will take place on campus, through chapter meetings, and within the Co-op Communities. There is a small cadre of alumni currently trained to assist with college fairs, and a massive training effort is planned for the near future.

Objective: Parent Communications

Implementation Steps:

A parent communications flow will be utilized to assist parents in obtaining admission and financial aid information needed to support their students in the college selection process.

Objective: Internal Communications

Implementation Steps:

Campus-wide and Yellow Springs Village-wide internal communications are an essential component of the overall recruitment plan; particularly since current students, faculty and staff are of paramount importance in disseminating our key messages and in hosting visiting students and their families.

Objective: Web/Technology Development

Implementation Steps:

The Internet is a powerful communications tool that must be used to its maximum potential, especially given the expectations and technical prowess of the prospective student population and the competitive marketplace. Online registrations, timely and accurate information, and other features that serve the needs of prospective students and their families are imperative. Additionally, podcasts, blogs, and other interactive media innovations should be considered for future use.

ENROLLMENT GOALS AND OBJECTIVES

Immediate Objectives of the Enrollment Management Office

Essential to any successful recruitment effort is a fully supported and staffed admissions office. Antioch has struggled with competitively attracting, funding, and retaining qualified professionals. As an example of a comparable liberal arts college with a fully staffed enrollment management office, **Earlham College** has a staff of **11** admissions officers, **6** admissions support staff, **3** financial aid officers, and **1** financial aid support staff.

Objective: Team to Accomplish Recruitment Goals

Phased in over three years will be a fully staffed admissions and financial aid office of **7** admissions officers, **3** admissions support staff, **.5** IT specialist, **3** financial aid officers, and **1** financial aid support staff.

Implementation Steps:

Phase One: FY 2008

Currently:

- Director of Admissions
- Receptionist
- Director of Financial Aid
- Loan Specialist
- Work-Study Specialist

Immediate Need:

- Administrative Asst. (there may be an on-campus individual to fill this need)
- Data Entry Specialist (can be temp to hire, unless data-entry is “owned” by union)
- Financial Aid & Enrollment Consultant – will re-contract with Human Capital

Phase 2: FY 2009 Additions/Changes

- Dean/VP of Enrollment
- Admissions Counselor for travel and recruitment
- Admissions Counselor overseeing visit & volunteer programs
- Financial Aid Counselor
- Loan/Work-Study Specialist (two positions combined)

Phase 3: FYs 2010-14 Additions

- Admissions Counselor for travel and recruitment
- Admissions Multi-Cultural Counselor
- Admissions Operations Manager
- Financial Aid Counselor
- Half-time Enrollment IT Specialist for Admissions and Financial Aid (prospect management software and Datatel support – this position could possibly be shared with the Institutional Advancement office)

Objective: Form a Retention Committee

Implementation Steps:

Proactive collaboration between the Assoc. Dean of Student Advising, VP of Student Affairs, Dean of Faculty, Dean of Enrollment, Community Government, Co-op, and Antioch Education Abroad is at the center of maintaining excellence and student success. So that developing programming and support services is essential for students as they move from high school to college, from first to second year, to and back from off-campus/international experiences, and toward graduation into the community of alumni. It is a community that proactively monitors and addresses retention.

Objective: Enrollment Goals

Implementation Steps:

The admissions office must establish enrollment goals and meet them by recruiting students who are a fit with Antioch’s mission, academic programs, and community, thus contributing to the financial health and

sustainability of Antioch College. Three main factors are used to drive enrollment management practices and Antioch’s prolonged success:

1. New student enrollment, or the size of the class
2. Characteristics of the students needed, or the profile of the entering class (academic, gender, economic, geographic, majors, and talents)
3. Financial characteristics, or net revenue

Objective: Enrollment Targets

Implementation Steps:

- Create an effective search order and identify key markets (based on high school and two year college feeders, geo-demographic information).
- Establish a triage approach to inquiry list of 11,000+ names.
- Predict the number of applicants early in the process.
- Control and predict enrollment outcomes through responsible financial aid allocation.
- Integrate performance into the financial aid awarding model to help with retention.

A typical recruitment “funnel” and yield percentages are:

11,000 inquiries – 5% become applicants
 550 applicants – 11.5% become deposited students with intent to enroll (this % has potential to be higher)
 63 deposits – 95% become matriculates
 60 new students matriculate in the fall

These factors in mind, along with our recruitment challenges over the next few years and commitment to bringing in a quality entering class, our recruitment targets are:

Academic Year	Fall	Spring
2008 – 2009	60	10
2009 – 2010	90	15
2010 – 2011	113	18
2011 – 2012	141	21
2012 – 2013	162	24
2013 – 2014	186	28
2014 – 2015	214	32

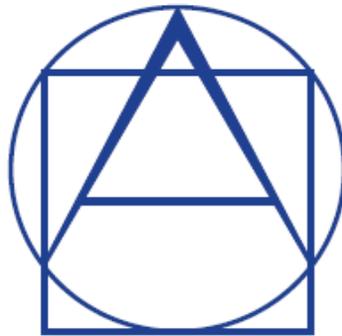
Long-term Objectives of the Enrollment Management Office

The purpose of enrollment planning is to help gain more control over our enrollment future by developing the capacity to achieve enrollment goals through improved marketing, recruiting, and retention efforts. Planning provides disciplined appraisal, goal setting, and strategies that can minimize the risk of institutional failure.

The primary long-term objectives of the Office of Admission and Financial Aid are:

- Create an effective search order and market development by identifying key markets based on geographic, demographic, and high school information.
- Cultivate potential markets by sending clear, consistent and timely messages to all constituencies.
- Build brand recognition and preference through integrated marketing and effective cultivation.
- Utilize formal and informal (i.e. word of mouth) channels of communication to a greater extent in order to best utilize resources and maximize reach of our messaging.

- Qualify prospective students early in the process to predict number of applications and matriculates and financial aid expenditures.
- Control enrollment outcomes through financial aid allocation.
- Attract members of all target audiences to engage with Antioch College, whether as prospective students, active alumni, faculty, current students or other institutional friends.
- Develop a consistent brand image through integrated marketing that carries through all campus materials, from the website to business cards.
- Strengthen internal communications to enhance enrollment management and customer service so that all points of contact, from the first inquiry as a prospective student to the receipt of a final planned gift are positive experiences.
- Engage alumni in the process of distributing messaging both to other alumni and prospective students through the Alumni in Recruitment Program.
- Improve student performance and retention by identifying key correlates of retention and success.
- Use the top three factors in enrollment management (net revenue, size of enrollment, and profile) to drive enrollment management practices.



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Winning victories since 1852