

APPENDIX F

CONSIDERATIONS FOR RECRUITMENT & RETENTION

Renewal Commission Recommendations to the Board of Trustees Regarding the Enrollment Management Charge To the President of Antioch College

The new Antioch College shall be an academic community that includes a student body of intellectually engaged, socially committed people. Students will be expected to enter the college with the ability to engage in rigorous intellectual study and debate, and with a willingness to have their own beliefs and personal commitments challenged even as they engage in challenging the ideas of others in the Antioch College community.

To achieve this vision it is expected that the college will:

- ❖ raise national and international awareness of Antioch College as an historic institution committed to 21st century leadership imbedded in an environment which embraces cultural and intellectual freedom;
- ❖ significantly broaden its niche within the competitive liberal arts marketplace;
- ❖ develop dynamic, results-oriented, and innovative marketing and recruitment strategies that will result in cost effective new student enrollment growth.

In order to develop and implement the recruitment and retention strategies and processes necessary to achieve and maintain required enrollment thresholds the college will adopt an enrollment management model of administrative operation. The college president and his or her leadership team shall be accountable for its implementation and its outcomes.

Enrollment management has been defined in a number of ways, but in every case the focal point is on students and student success. Strategic enrollment management is both a process and a series of activities that involve the entire campus and all of its constituents. As to process, it includes the tracking of and interaction with students from the point of their initial contact with the institution to their involvement as alumni. As an activity, strategic enrollment management is designed to attract and retain the institution's desired mix of students. Supported by institutional research and strategic planning, enrollment management at Antioch College must concern itself with student college choice, transition to college, retention, and student outcomes. It must positively affect institutional policy and practice in the areas of recruitment and financial aid, costs of attendance, student support services, enrollment services, availability and applicability of technology, and curriculum development.

The enrollment management charge to the Implementation Task Force (ITF) is composed of five sections relating to the undergraduate population of the college. These sections are: the fundamental expectations of the Renewal Commission related to the student population; the enrollment management administrative structure; administrative staffing; professional development recommendations; and budget considerations.

I. Enrollment Related Expectations

The following are benchmarks reflecting the expectations of the Renewal Commission in regard to enrollment at the new Antioch College.

- Fall 2006 headcount minimum of 554 full-time students. It is important to note that a slight decrease in enrollment is anticipated as the College transitions from its current delivery system and physical plant to the new Antioch.
- Fall 2010 headcount of 890 full-time students based on an average projected increase of approximately 12% per year for the five year period. It must be noted that the major portion of this increase may be experienced in the latter years of this five year period. This growth will result from a combination of increased enrollment of new students and improved retention.
- The college must become more selective over time. This selectivity is to be measured by an acceptance rate of less than 70% by fall 2007, with the ultimate goal to be 60% or less by fall 2010.
- The average tuition discount should be capped at 40% by Fall 2007. If at all possible this rate should be lowered over time, based upon institutional fiscal capacity and competitive marketplace pressures.
- The enrollment management plan must include the means for achieving continuous improvement in the enrollment of underrepresented populations. This expectation must be tied to measurable goals which are assessed on an annual basis.
- The college must experience continuous improvement in its two-year retention rate for first-time, fulltime freshmen as calculated using federal methodology. This rate should improve to 72% by Fall 2010, based upon the Fall 2008 federal cohort. It is desirable to also see continual improvement in the six-year graduation rate over time, with the eventual six year rate settling in at no less than 55%-60%.

II. Structure

It is strongly recommended that the Implementation Task Force appoint an Enrollment Management Oversight Committee (EMOC) for Antioch College. This permanent standing committee should be chaired by the president and replace the current Permanent Retention Council. Its membership needs to be comprised of key administrators and is to be representative of all institutional stakeholders.

The primary responsibility of the EMOC should be to develop and implement a research based strategic enrollment management (SEM) plan for Antioch College. This plan must incorporate the expectations noted in Section I of this document.

Under this structure the EMOC would be responsible for the review and update of the SEM plan on a no-less-than annual basis. The plan must be comprehensive in nature and designed to

address all issues pertinent to the recruitment, retention, and graduation of Antioch College students. The plan should be grounded in the use of research based benchmarks and key performance indicators (KPI's). It is critically important that the plan be specific and highly structured in its design and that it include the following components:

- Specific and measurable goals
- Clearly defined strategies/tactics
- Realistic timelines
- Effective methods of assessment
- Anticipated costs and budgetary impacts
- Identification of individuals accountable for each articulated strategy/tactic

The highest priority for the EMOC is to immediately engage in an aggressive rebranding effort which should include, but not be limited to, the use of effective, innovative, and creative print materials; e-mail lists for outreach to all appropriate constituent groups; intensive engagement of alumni; and partnerships with mission appropriate centers of influence who will help channel prospective students to the college. This re-branding effort should essentially take the form of "guerilla" marketing in order to insure that it is out-of-the-box and not dependent on standard advertising strategies. A special budget allocation will be provided to support this initiative.

Additional critical issues and tasks to be addressed by the EMOC and incorporated into the College's overall SEM plan must include, but are not limited to:

- redefining and expanding the Antioch College niche to effectively position the college in the American higher education marketplace
- developing and implementing a progressive, unique, and "outside-the-box" integrated marketing plan which capitalizes upon the Antioch brand
- developing and adequately funding appropriate research based marketing, recruitment, and pricing strategies
- determining and implementing selective admissions standards
- establishing realistic and achievable enrollment goals to include determining the desired proportion of traditional, transfer, and adult students within the overall student population
- analyzing the leveraging and processing of financial aid to maximize recruitment and retention
- identifying the correlates to student persistence and implementing institutional retention strategies to build upon those correlates in such a way as to attract, enroll, and retain a diverse student body
- identifying and implementing funding mechanisms to ensure that the "hidden" costs of an Antioch education, particularly those related to the experiential portion of degree requirements, do not compromise the educational opportunities or experiences for students with minimal discretionary financial resources.
- delivering state-of-the-art enrollment services to more efficiently and effectively support recruitment, admission, enrollment, and graduation processes

III. Staffing

The new Antioch College must do everything within its power to employ credentialed and experienced student service administrators in order to maximize student retention. It shall be the responsibility of the ITF to work with the President and Chancellor to ensure that we are functioning at the highest possible administrative level in all areas of student service and support.

Staffing ratios which are consistent with comparable liberal arts institutions must be adhered to. It is recommended that a staffing inventory be conducted to determine where gaps in coverage, knowledge, and/or skills exist, particularly within the entire area of student support services. A remediation plan should be developed and promptly implemented based upon that assessment in order to ensure that appropriate, high quality support is being provided to every Antioch College student. It is strongly recommended that the administrative structure of the Dean of Students Office be returned to a traditional model with only one credentialed and highly qualified individual serving in the capacity of the dean.

The above assessment activities should also address the area of residence life. It is critical to ensure that staffing ratios and competencies are appropriate for enhancing the retention of a growing residence life population within a learning community environment.

In addition, it is highly recommended that a position be created and a qualified individual hired to focus upon such advancement activities as public relations, publications, web development, engagement of alumni as contributing recruiters, development of partnerships with mission appropriate centers of influence who will help channel prospective students to the college, and implementation of recruitment and marketing based e-mail lists and list-serves. This individual should be a member of the EMOC and must work closely with the Antioch University Board of Trustees Communication Committee and/or its designee.

IV. Professional Development

It is critical that members of the EMOC have a comprehensive knowledge and understanding of the role of information technology, marketing, financial aid, and student supports services as they relate to enrollment management. To that end it is important and necessary for the Implementation Task Force to provide enrollment management related professional development opportunities to key individuals who lack proficiency in that arena. Opportunities for such professional development are highlighted on the attached addendum.

V. Budget Considerations

While it is acknowledged, given current circumstances, that Antioch's cost per recruited student (salaries, benefits, and operating expenses) is well above the national average for small liberal arts colleges it is expected that this cost will be reduced over time. By 2010 the admissions budget should be set using national liberal arts college averages for dollars per student recruited, based upon institutional size and Antioch's rolling three year target number of projected entering students.

Salaries must be competitive enough to adequately fund fully staffed and well qualified admissions, student life, and student service offices. The performance of these offices should be regularly assessed to ensure consistent, high quality service becomes the norm for Antioch College.

The annual enrollment management budget must also be deep enough to support the right mix of high quality recruitment publications and the implementation of a national, sustained public relations/media relations plan. A specific additional allocation of funds will be provided to support the initial years of an aggressive re-branding campaign as outlined earlier in this document.

SUGGESTED STRATEGIC ENROLLMENT MANAGEMENT PROFESSIONAL DEVELOPMENT OPPORTUNITIES AND READINGS

Conferences and Institutes:

There are at least three conferences that can provide appropriate professional development in the area of strategic enrollment management for Antioch College administrators and/or faculty. It is recommended that a small team of administrators, to include the chair of the EMOC, attend at least one of the following conferences:

The [Data-Driven Strategic Enrollment Management](#) Conference, June 23-25, 2004, is in Vail, CO. Registration fee is \$995 per attendee. If an institution sends a team of three, a fourth member may attend for free. This conference is designed to assist institutions to integrate research as an integral part of enrollment management. It addresses the issues of data in strategic decision-making and effective techniques to strengthen the ties between data and action. Topics include resource allocation, pricing, market research, positioning, benchmarking and retention and the role each plays in overall strategy.

The Snowmass Institute in Aspen, Colorado July 11-16, 2004, examines the most current ideas, trends, information, success stories, best practices and leadership processes for building and/or enhancing an exemplary integrated enrollment management program. Attendees learn how to benchmark key elements in direct marketing and learn how to use branding effectively. The focus of the institute is on integrating admissions/recruiting, financial aid, marketing communications, orientation, marketing research, student retention, strategic enrollment management, and best practices into an effective team-based and integrated enrollment management program. Registration fees for the institute are \$899.

The Strategic Enrollment Management Conference is Nov. 14-17, 2004 in Orlando, Florida. Registration fees for this conference are \$600 - \$700. The SEM Conference is a premier educational experience for enrollment managers and other higher education professionals seeking to enhance their understanding of and skills in any and all aspects of strategic enrollment management. The conference provides each participant with a thorough grounding in SEM theory and strategies, including hands-on, practical learning experiences that can be translated into an action plan for unique campus environments such as Antioch's. The conference is designed for admissions and enrollment management deans and directors, financial aid and marketing directors, institutional research and assessment directors, publication managers, and student services professionals who are seeking a comprehensive, pragmatic, & stimulating conference that covers all dimensions of successfully integrating enrollment management functions.

Topical readings:

In addition to sending individuals to pertinent professional development conferences it is extremely important that all members of the EMOC gain a thorough knowledge of the concepts and principles of enrollment management and their applications to the new Antioch College. The following bibliography contains a list of readings which may be of benefit. It is not intended to be exhaustive on the subject of strategic enrollment management or its components, but rather is provided only as a guide to some of the available, pertinent literature.

- Black, J. *The Strategic Enrollment Management Revolution*. Washington, D.C.: AACRAO, 2001
- Chapman, R.G. and Jackson, R. *College Choices of Academically Able Students: The Influence of No-Need Financial Aid and Other Factors*. Research Monograph, no. 10. New York: College Entrance Examination Board, 1987.
- Dennis, M. *A Practical Guide to Enrollment and Retention Management in Higher Education*. Westport, CT: Bergin & Garvey, 1998.
- Glover, R.H. "Designing a Decision Support System for Enrollment Management." *Research in Higher Education*, 1986 24 (1), 15-34.
- Hossler, D. and Bean, J. *The Strategic Management of College Enrollments*. San Francisco: Jossey-Bass, 1990.
- Hossler, D., ed. *Evaluating Student Recruitment and Retention Programs*. New Directions for Institutional Research, no. 70. San Francisco: Jossey-Bass, 1991.
- Kemerer, F. Baldrige, J.V. and Green, K. *Strategies for Effective Enrollment Management*. Washington, D.C.: American Association of State Colleges and Universities, 1982.
- Kotler, P. and Fox, K. *Strategic Marketing for Educational Institutions*. New Jersey: Prentice-Hall, 1995.
- Layzell, D. *Forecasting and Managing Enrollment and Revenue: An Overview of Current Trends, Issues and Methods*. New Directions for Institutional Research, no. 93. San Francisco: Jossey-Bass, 1997.
- Penn, Garlene L. Depp. *Enrollment Management for the 21st Century: Institutional Goals, Accountability, and Fiscal Responsibility*. ASHE-ERIC Higher Education Report 26(7) 1999.
- Ponce, F. "Minority Student Retention: A Moral and Legal Imperative." In M. Terrel and D. Wright (eds.), *From Survival to Success: Promoting Minority Student Retention*. Washington, D.C.: National Association of Student Personnel Administrators, 1988.
- Sevier, R.A. *Thinking Outside the Box*. Hiawatha, IA: Strategy Publishing, 2001.
- Tinto, V. "Learning Communities and the Reconstruction of the First Year of College." *Planning for Higher Education*, 1996, (25) 1: 1-7.
- Tinto, V. *Leaving College: Rethinking the Causes and Cures of Student Attrition* (2nd edition). Chicago: University of Chicago Press, 1993.
- Topor, R.S. *Institutional Image: How to Define, Improve, Market It*. Washington, DC: Council for the Advancement and Support of Higher Education, 1983.

Suggested periodicals:

American Demographics
CASE Currents
Change Magazine
The College Board Review
Journal of College Admission
Journal of Higher Education
Journal for the Marketing of Higher Education
New Directions in Institutional Research
University Business

Suggested web sites:

National Center for Public Policy & Higher Education
<http://www.highereducation.org/reports/index.html>
See "Reports."

The College Board
<http://www.collegeboard.com/highered/pub/emr/emr.html>
See "Enrollment Management Review"

National Association for College Admission Counseling
<http://www.nacac.com/welcome.html>
See "What's New" for the latest NACAC Bulletin.

American Association of Collegiate Registrars and Admissions Officers
<http://www.aacrao.com/>
Identification and promotion of standards and best practices in enrollment management, information technology, instructional management, and student services.

Brother Richard's Favorite URLs: Education and Enrollment Management
<http://employees.csbsju.edu/roliver/bro1a.html#Manage>
A comprehensive set of links to enrollment management web sites.