

2019-2022

SHORTER COLLEGE

Recruitment Plan

MISSION STATEMENT

The Mission of Shorter College is to provide accessible, affordable and high-quality education for students to accomplish their academic or career goals by offering programs that meet the learner's needs in a challenging and nurturing Christian environment.

PURPOSE

In support of Shorter College's strategic plan, this five year recruitment plan shows recruitment strategies that should be employed by the College in order to increase student enrollment.

This plan is designed to lead to and support enrollment growth. We have listed strategic initiatives that can be readily accomplished, but there are many aspects and long-term initiatives that need to be built from the ground up.

The recruitment strategies are designed to establish an enrollment pipeline that will continue to feed the College, not just with more applicants; but also with better prepared students with the tools needed to succeed at Shorter College.

STRATEGIC PLANNING

Shorter College's Strategic Plan guides the overall actions of the College by the establishment of attainable goals. Subsequently, each division has established its own operational plan to reach these goals. The strategic plan has provided the College with the direction in which it intends to take; however, the purpose of this plan is to provide a detailed road map to lead us in that direction. Specifically, the Enrollment Management Plan addresses and responds to Goal 5. Goal 5 is centered around "Student Enrollment and Recruitment: Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population".

ENROLLMENT MANAGEMENT PLAN (*through 2021*)

Shorter College's enrollment management goals are outlined in the 2014-2021 Strategic Plan under Goal 5: "Student Enrollment and Recruitment: Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population". The strategies of this goal are to:

1. Review existing scholarship opportunities and/or create new ones to encourage retention and timely completion of degrees.
2. Building relationships with local churches for potential recruiting opportunities.
3. Create opportunities to bring students to Shorter College.

4. Develop and implement a cohesive retention plan.

During January 2018, a new division at Shorter College was formed, the Division of Enrollment Management. As a result of such, other strategies for increasing student enrollment and diversity are now being considered and are now a part of this plan. These other strategies include:

Strategy1

Objective: Expand Recruitment Outreach at Shorter College

- Conduct new individual visits separate from college fairs to all high schools.
- Begin outreach to selected middle school populations to increase awareness. Develop specialized communication targeting high school freshmen, sophomores and juniors to create a viable pipeline of prospective students.
- Host Shorter College guidance counselor's events on campus once per academic year to bring awareness to the campus.
- Expand recruitment focus on on-campus outreach activities (campus tours, open house, and specialized orientation and registration events).
- Increase involvement of departmental divisions in the recruiting process.
- Offer one graduating senior at each high school an "academic scholarships".
- Enhance communication with perspective students.
- Offer informational sessions at local high schools to discuss admissions, scholarships and financial aid.
- Create a "Schedule of Events and Activities" for recruitment purposes. This schedule will contain dates, time, location, contact information for each event, along with the Shorter College faculty/staff assigned to the event/activity.

Strategy 2

Objective: Cultural, Community and Civic Diversity in Student Recruitment

- Grow special recruitment activities with focus on expanding the diversity of the student body.
- Increase participation in community, civic, and cultural events.
- Market in Hispanic/African American publications.
- Train and utilize part-time staff and volunteers in campus recruitment.
- Create appropriate flyers and in second languages.
- Develop recruiting zones/markets. Shorter College will focus on a 50-mile radius.
- Host recruitment activities on the campus of Shorter College to attract students and counselors to the College.
- Work with the College's social media platforms for announcing Recruitment events.

Strategy 3

Objective: Development of a Targeted Communication Outreach Series

- Create a high-end publication (the general College overview book, fact sheet, brochures and departmental brochures).
- Purchase selected student contact lists through vendors such as College Board and ACT/SAT.
- Develop a series of mail, flyers, and postcards reminding students of important upcoming enrollment events (open house, registration, etc.).
- Develop a student referral program (i.e. word-of-mouth referrals). If current students are happy in their academic programs, they become one of the best sources of recruitment. This event will be called “Student Recruitment Week” whereby current students are recruiting new students.

Strategy 4

Objective: Marketing and Advertising - Focus on Targeted Marketing

- The Design Group was retained by Shorter College during September 2018 to support Strategy 4.
- Spotlight our faculty, staff, but more so our students in advertisement.
- Regenerate the Alumni Association to build Shorter College by sponsoring activities such as:
 - Creating a memory or yearbook for each graduating class,
 - Sponsoring a “Graduate Dinner”,
 - Providing Alumni Association Scholarships; and
 - Having a presence at all Shorter College activities
- Promote college video for use on website and at recruitment events.
- Produce new television and radio commercials highlighting current students and alumni.
- Development and implementation of an active office website, one that allows for prospective students to schedule campus visits as well as register for any scheduled visitation day.
- Incorporate an interactive means of recruitment using technology to engage younger prospects and maintain an interest in the College (e.g., Facebook, Twitter, and Instagram).

Strategy 5

Objective: Transfer Students and Nontraditional Students

- Build relationship between college and universities regarding credit transfers.
 - Shorter College is now a part of the Arkansas Course Transfer System (ACTS). ACTS contains information about the transferability of courses within Arkansas public colleges and universities.
- Develop a more student-focused, interactive and informative website. The task has been assigned to the Design Group .
 - Fast facts about Shorter College academic programs
 - Scheduling information
 - A road map to completing the admissions process
 - Tuition and transfer information
 - Graduation requirements
 - Advising information
 - Utilizing the Alexander Turner Day Care

- Collaborate with the leadership and faculty at community colleges to develop and strengthen articulation agreements.
- Create an early enrollment plan for transfer students on site.
 - The Office of Admission and Recruitment hosts “Transfer Day”. This event is for the sole purpose of inviting four-year institutions to the College so that students have an opportunity to explore other higher educational options.

Total Enrollment Goals

During the period of this plan, the College’s overall goal is to implement modest increases in enrollment while raising standards for entering first time students and increasing diversity.

Total enrollment goals by student category are:

Student Category	Summer 2018 Enrollment Target	Fall 2018 Enrollment Target	Spring 2019 Enrollment Target
Degree-seeking first time Freshmen (TRADITIONAL, on-campus, high school Student)	10	40	25
Degree-seeking first time Freshmen – DYS ONLY (TRADITIONAL, off-campus, high school Student)	10	10	10
Degree-seeking (NON-TRADITIONAL, on-campus)	75	75	75
SCP – off-campus	250	250	250
ANCHOR – on-campus	10	20	20

Note: This chart will be updated each year beginning with the Summer semester and including the Fall and Spring semesters. See below.

Student Category	Summer 2019 Enrollment Target	Fall 2019 Enrollment Target	Spring 2020 Enrollment Target
Degree-seeking first time Freshmen (TRADITIONAL, on-campus, high school Student)	10	40	25
Degree-seeking first time Freshmen – DYS ONLY (TRADITIONAL, off-campus, high school Student)	10	10	10
Degree-seeking (NON-TRADITIONAL, on-campus)	75	75	75
SCP – off-campus	450	550	550
ANCHOR – on-campus	10	10	10

Enrollment Management Initiatives

To achieve its enrollment goals, the College will employ several enrollment management initiatives.

- Focus will be on enrollment by academic program and student level.
- Enrollment Management will need to be embraced by ALL campus constituents in order to reach our targets. Recruitment and retention efforts will involve all members of the campus community. To that end, excellent customer service must be the cornerstone of any and all recruitment and retention initiatives.
- Refinement of the Student Recruiter/Ambassador program. Beginning Summer 2018, the Student Recruiter/Ambassador program will be retooled to focus on customer service for prospective students. To that end, the Office of Recruitment will seek students to serve in the capacity of Student Ambassador. These student ambassadors will operate out of the Office of Recruitment once a week to reach out to applicants. These ambassadors will be led by the Director of Recruitment to ensure quality customer service.
- Refinement of the prospective student campus tour. Beginning Summer 2018, the Office of Enrollment Management will retool the current campus tour program. Campus tours are provided to prospective students and their families in order for students to get a first-hand view of the College. A focus will be on customer service and ensuring that prospective students obtain the best view of the institution. All Student Ambassadors will enhance the College's brand for excellence. Furthermore, students will be encouraged to complete an online application and will receive a personalized "thank you" note in the mail after the conclusion of the tour.
- The Division of Enrollment Management will meet with Program Coordinators and the Academic Dean to discuss the status of enrollment management initiatives; as well as seek faculty input.
 - Letters and/or phone calls to prospective students from Program Coordinators encouraging matriculation into their program.
 - A standard letter authored by the Program Coordinators will be disseminated to the applicants by the Office of Admissions. Lists will be generated of students on a monthly basis that have expressed interest in a particular program to the respective Program Coordinator.
 - Mandatory requirement for current students to pre-register for the following semester.
- Individual team members for the Division of Enrollment Management will spearhead activities/events.
 - Joanna Williams proposed having a "Flaunt Your Talent Flea Market". The purpose of having a flea market is to empower our students, as well as, an incentive to make money and be self-sufficient, boost the morale of our campus, bring forth the talent, skills and gifts that our students, faculty and staff have so that they can network with the public

and our local communities. Having a flea market will also bring the local communities to our campus.

- Carlotta Conway proposed bringing live entertainment on campus.
- Pamela Conard proposed having “Student Appreciation” week or day.
- Roderick Dunn proposed an “Ice Cream Social” during the Summer sessions.
- Other activities/events recommended by former team members included:
 - ✓ Looking at rebranding efforts, i.e. using an abbreviated version of the College; and
 - ✓ Putting together some “love bags” that will be passed out to students. The “love bags” will contain items such as toothpaste, toothbrushes, soap, deodorant, shampoo, etc.
- Development of a tracking system for knowing where the prospect is at in the enrollment process and the activities associated with the prospect’s status; and keeping track of the distribution of recruitment materials/packets.
 - The CAMS system in its current version does not allow for this full functionality.

Enrollment of First Time Freshmen

The College will continue to implement modest increases in freshman admission standards to maintain undergraduate enrollments at the target level. The College’s Division of Enrollment Management will annually review enrollment, demographics, competition, changes in state aid and scholarship programs, etc. based on a review of these factors, a recommendation will be submitted to the President’s Cabinet annually regarding changes to the admissions process and/or criteria.

A number of factors will influence enrollment of new freshmen, including increased competition from four-year institutions, continued enrollment of freshmen in community colleges, and the increased cost of tuition. The Division of Enrollment Management, working cooperatively with departments across campus, will continue to refine the marketing of recruitment efforts to attract a qualified and diverse freshman class and make recommendations for enhancements of recruitment. At the same time, tuition, scholarships and financial aid policies will be monitored to maximize net revenue. To accomplish these strategies, special emphasis will need to be placed on securing funding for student scholarships.

- Annual “High School/Transfer Day” to encourage students to matriculate at the College. This event should be a “meet and greet” type of affair to introduce prospective students to the College, programs and activities.
- Annual “High School Counselors Luncheon” to exhibit what the College has to offer. Invited to this event will be counselors within a 50 mile radius of Shorter College.
- In order to attract a talented pool of applicants, merit (academic) scholarships will be awarded in February/March to encourage high achieving students to matriculate at the College.

- Enhanced communication with prospective students (see the section on “Admissions Office Mailings”).
- Aggressive and more frequent plan of communication to encourage matriculation. Our energies must now focus on shifting the timeline of communication to earlier, longer-lasting communication.
- Letters of Acceptance sent to students with completed admissions.
- Specialized communication targeting high school freshmen, sophomores and juniors to create a viable pipeline of prospective students.
- Interactive means of recruitment using technology to engage younger recruits and maintain an interest in the College. Students are engaged in social media so the Office of Recruitment should also have a presence there.

Database management, programmed marketing, and audience segmentation are designed to keep prospects engaged and moving through the enrollment process. Recruiting activities and market research will allow us to target prospective students at various stages of interest. Each contact should have a specific action-oriented, measurable task. A goal early in the enrollment process may be to encourage a visit, while a later goal may be to have an applicant commit to attend. Shorter College will incorporate ITR messaging into this process, as recommended by the Design Group. (ITR equates to “Influencer”, “Transactional”, and “Relational”)

Mail, telephone, electronic media and personal contact are used to move the prospective student from initial contact to enrollment to matriculation. Publications are added at strategic times to inform and persuade. Analyzing demographic data, constructing surveys to measure attitude and preferences, and evaluating the efficacy of recruitment practices will allow us to focus more personal attention on the prospective student. Acknowledging that no one communication strategy will work with all prospective students, our recruitment practices will seek to individualize the process.

- Integrated Approach to Marketing and Recruitment
 - The Division of Enrollment Management will develop a highly personalized, seamless communication strategy. This is an ongoing process, and marketing efforts will continue to focus on recruiting a diverse population of students.
 - 99% of our students receive some sort of financial aid. Therefore, in order to ensure our students are financially able to afford the cost of their education, an enhanced communication to prospective and continuing students as it relates to financial aid will be implemented.
 - ✓ Degree fact sheets now include a section on tuition and fees.
- Transfer Student Enrollment

- With Shorter College having an “open enrollment” policy, enrollment of transfer students is expected to increase. This plan calls for the College to conduct an ongoing analysis of the success of transfer students, update articulation agreements and make them available on the College’s website. As a result of these efforts, overall enrollment of transfer students should increase.
- Commuter Enrollment
 - Specialized marketing techniques will be developed to attract commuter students.
 - The unavailability of on-campus housing is highly suspected to have a negative effect on the recruitment of these students, specifically the traditional high school student outside of a 50-mile radius.
- Recruitment Goals and Recruitment Zones:
 - It is imperative to have established goals and zones for each person who is recruiting. Employees will be evaluated annually by their goals. Goals are established by a combination of the projected number of recruitment trips taken, experience, and recruitment markets/zones.

Personnel	Summer 2018 Enrollment Target	Fall 2018 Enrollment Target	Spring 2019 Enrollment Target
Arnella Hayes-Carter	10	40	25

Personnel	Summer 2019 Enrollment Target	Fall 2019 Enrollment Target	Spring 2020 Enrollment Target
Arnella Hayes-Carter	10	40	25
Chasity Scott	5	10	10

ADMISSIONS OFFICE MAILINGS

On-going Mailings:

Thank you card – once the student has been contacted at a high school visit/or college fair.

1. For freshman and sophomores
 - “Is a College Degree Part of Your Plan for the Future?” flyer
2. For juniors and seniors
 - Application packets

First Mailing: December

1. Holiday Greeting card – to Fall/Spring applied students
2. Spring Open House email blast

Second Mailing: January (applicant pool)

1. Email to students

2. Greeting card *"Thank you for Applying"*
3. Letters to the parents

Third Mailing: February (applicant pool)

1. Postcard *"Are you Heading in the Right Direction"*
2. Open House Notification - Email to applicant pool and counselors
3. "Prospect Letter" and the application

Fourth Mailing: March (applicant pool)

1. Postcard *"Make Shorter College Your #1 Choice"*
2. Complete your FAFSA
3. President's letter
4. Program Coordinator letter

Phone-a-thon: April/May

Recruiter call applicants.

"Bulldog Day" notification to include local high school talent show

Fifth Mailing: April

1. Postcard *"Join the Shorter College Family"*
2. Complete your FAFSA

Sixth Mailing: May (Accepted Students)

1. Recruiters and work-study students call applicants.
2. President's letter
3. Fill out your FAFSA

Phone-a-thon: June/July

Recruiters and work-study students call applicants.

Seventh Mailing: June/July

Postcard *"Are You Ready"*

Eight Mailing: August

Recruiters and work-study students call applicants.

Request for final high school transcripts, showing date of graduation and raised seal with signature after the date of graduation.

CONCLUSION

This new student recruitment plan fully supports the strategic enrollment management plan for the College. The plan highlights key major areas for new student recruitment, but does not address other avenues that could lend to higher enrollment and matriculation numbers. What about offering more academic programs? What about on-campus housing for those living outside the 50-mile radius of Shorter College? What about having on-line courses? These are just a few of the opportunities we still need to address. However, in order for this plan to be successful there must be significant institution support in terms of sharing in the responsibility of growing this “great institution”. WE ARE ALL RESPONSIBLE FOR RETENTION, DEFAULT MANAGEMENT, and now RECRUITMENT.

Tracking for Annual Review Modifications, Revisions and Deletions

*All assessments and reviews of institutional core publications are performed once each year.
All modifications are reviewed and approved by the Board.*

2018-2019 Annual Review of Recruitment Plan

Overview of Changes	<ul style="list-style-type: none">• Minor edits and formatting done.• Added information on the Design Group and their involvement with the overall marketing for the College.• Included and noted Shorter College now being included in the Arkansas Course Transfer System (ACTS) for the transferability of courses within Arkansas public colleges and universities.• Made note that the CAMS system in its current version does not allow for full functionality for knowing where the prospect is at in the enrollment process, etc.• Updated the “Total Enrollment Goals” and the individual recruitment goals for each member in recruitment. Added Chasity Scott as the high School Recruiter.
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