

West Virginia University at Parkersburg
Strategic Recruitment Plan
Annual Enrollment and Recruitment Plan for 2020-2025

Enrollment Management is an organizational concept and a systematic set of activities which enable colleges and universities to exert more influence over their enrollments. Organized by strategic planning research and supported by institutional research, enrollment management activities concern student college choice, the transition to college, student retention, and student outcomes. The study of these processes guides campus practices in recruitment, admissions, parent relations, external scholarships, retention, financial aid, and other areas relevant to enrollment.

West Virginia University at Parkersburg's vision is to be the region's premier college recognized for quality education, commitment to student empowerment, workforce collaboration, and community involvement. The development of an Enrollment and Recruitment Management Plan has been identified as a strategic planning goal for West Virginia University at Parkersburg (WVU-P). This Strategic Recruitment Plan (SRP) is grounded in a renewal of the college's dedication to its vision and building a strong enrollment foundation supportive of the new college-wide Strategic Plan, to be created as the next step of this process and to flow from this document when finalized.

Purpose

The purposes of this SRP is to create a systematic approach to steadying a declining enrollment from a long-standing decline that has occurred over the last decade, a decline that would be devastating to the institution in the long-term if not corrected, and to begin building a sustainable growth in enrollment. Fall 2019 and Spring 2020 enrollment data indicate that a strong trend toward stabilizing enrollment is occurring based on the success of Early College, so this SRP will build on that short-term success while realizing that the institution must focus on recruiting and enrolling more full-time (FTE) students. This SRP will outline the specific steps to be taken in order to build the foundation of a campus-wide recruitment and retention mindset in order to improve enrollment and community relationships moving into the implementation of the 2020-2025 Strategic Plan.*

***This is a living document, subject to amendments and updates in alignment with the needs of the college.**

Guiding Principles

The following principles are at the root of this strategic recruitment plan and align with the current mission, vision, and philosophy of WVU-P. These guiding principles will be evident in the implementation of the SRP as it represents the commitment to students and student success at WVU Parkersburg.

- SRP facilitates student learning and success through a partnership with Academic and Student Affairs to provide evolving academic programming, course scheduling, advising, and student services to meet the needs of our students and the future workforce needs.
- SRP aligns with the current iteration of the College's Strategic Plan (2015-2020) and what is expected to be the focus of the next Strategic Plan.
- SRP is a shared responsibility among all college stakeholders, including staff, faculty, and administration, even including current students, and is interdepartmental in implementation.
- SRP includes a focus on workforce development and collaboration with the community.
- SRP includes a focus on building relationships with alumni and the local community.
- SRP includes a renewed dedication to recruit a diverse and varied student population through admissions, retention, and completion.

In addition to these principles, the SRP takes into consideration the following best practices:

- Student focused processes and models that facilitate student success and satisfaction.
- An evidence-based approach to implementation that is data driven and takes into consideration the needs of students within our unique service area(s).
- An inclusive plan that promotes a culture of ownership, seamless delivery, and integrates and aligns all student support services and academics.

- Ongoing enrollment and recruitment management planning, regular reviews and updates of processes and policies.
- Campus-wide involvement in the implementation and ongoing maintenance of the SRP to create uniformity in the college message and enrollment experience.

Process

The successful implementation of the SRP includes the following steps:

1. An analysis of the current Recruitment Plan, WVU-P Enrollment, and college status (SWOT)
2. Outline Recruitment Goals
3. Detail Key Recruitment Strategies
4. Action Plan Worksheets
5. Considerations toward Retention
6. Assessment of Strategic Recruitment Plan Implementation

An Analysis of the Current Recruitment Plan and College Status (SWOT)

The previous recruitment plan was antiquated and not prepared in a manner that allows for measurable assessment of goals. The goals set forth in this document, however, create succinct measurable outcomes toward enrollment growth. SWOT Analysis provides a simple and useful framework to contextualize the goals of an institution by identifying its Strengths, Weaknesses, Opportunities and Threats. The Office of Enrollment Management has conducted a preliminary SWOT analysis of WVU-P, to be re-evaluated at the end of each recruitment cycle to ensure relevancy of the SRP (see “*SWOT Analysis of West Virginia University at Parkersburg*”). This analysis also takes into consideration a series of town hall style meetings facilitated by the President during the 2018-2019 academic year.

Strengths of WVU-P include a strong community foundation and the affordability and quality of the programs. Communication across the campus and a lack of diversity were identified as weaknesses of the college. Opportunities for growth included more engagement with parents and industry partnerships, and threats to the college included limited funding for students and competition from other institutions in the region and state.

In conjunction with the SWOT Analysis, the following was been asked of the President:

What are the five primary components of the vision for WVU-P in the next ten years?

The President’s Vision includes:

1. Addressing our weaknesses and threats effectively while building on our strengths and opportunities
2. Increasing diversity and increasing equity and diversity programming toward a culture of inclusion
3. Becoming “One WVU-P” (productivity)
4. Attracting students who are college-ready to the degree possible while ensuring the college is student-ready for all students
5. Becoming the first choice for the majority of our students

The following topics are essential matters relevant to a successful SRP and considered in the goals and key strategies for implementation:

Academics Programs

- Collaborating with Academic Affairs
- Identify and define key performance indicators
- Consistently conduct external environment scans
- Engage in continuous institutional self-study
- Include Admissions/Recruitment goals/benchmarks in HLC assessments

Location and Cost

- Campus curb appeal
- Facility
- Security
- Transportation and Parking
- Branding/Image
- Assessment

Student Retention/Student Experience

- Customer Service
- Student Activities and Engagement
- Institutional Core Values and its Alignment with The Student Experience
- Food Services
- Career Services
- Academic Accountability
- Support Services
- Institutional interventions for persistence
- Financial Aid Availability and Accessibility
- Enhanced College 101

Recruitment/Marketing

- Recruiting and Marketing initiatives aligned with Institutional Core Values including:
 - Branding
 - Knowing our Audience
 - Delivering What We Market
 - Measuring Market Appeal
 - Programmatic Marketing
 - Provide All Faculty and Staff Members with Recruitment “Fact Sheet”
 - Increase Alumni Engagement, both local and outside of WV
 - Engage Washington State Community College and set up articulation for feeder program agreements

The Creation of an Operating Recruitment Framework

In order to best serve the WVU-P community and achieve the goal of enrollment growth, the following framework is adopted by the Office of Enrollment Management.

The primary functions of the Admissions/Enrollment Management team are to:

1. Provide programs and services designed to establish, meet, and maintain desired enrollment.
2. Promote and maintain integrity, timeliness and accuracy in program delivery.
3. Promote deliberate educational planning opportunities for all relevant constituencies.
4. Provide oral and written information for all relevant constituencies.
5. Promote and provide equal access to all eligible prospective students interested in and capable of pursuing an education at WVU-P.

The Enrollment Management objectives will be clearly stated in the formal admission policies and procedures at the institution. The staff will be able to perform the basic admissions counseling function. The primary functions will be accomplished through the following, but not limited to:

- Recruitment, marketing and public relations activities (e.g., high school/community college visits, college fairs, direct mail and multimedia campaigns, publications, alumni relations and assistance, dissemination of admission and financial aid information, and various social media platforms);
- Admissions counseling
- Pre-enrollment counseling
- Review institutional policies regarding advanced placement, prior college level credit, or credit for equivalent experience.

Current and Historical Enrollment Situation

West Virginia University at Parkersburg along with almost all other West Virginia community colleges and four-year institutions have been experiencing declining enrollments due to a drop in high school graduates (see “*Historical Graduation Data for WVU Parkersburg Service Area*”). Additionally, the improved economy and a drop in the population of traditional-aged West Virginians are making the market for students more competitive with a smaller population (see “*Historical Enrollment for West Virginia University at Parkersburg*”).

The majority of students enrolled at WVU-P for the Fall 2019 were enrolled in Associate level coursework (1321). The next largest group of students were participants in the Early College (EC) Program (966) partnership with area school districts. The Early College Program offers a discounted rate for high school students who are academically eligible to complete college coursework while completing their secondary education. Approximately 528 students enrolled in a Bachelor’s level program of study for the Fall 2019 semester (see “*Student Enrollment by Academic Level for Fall 2019*”).

For the Fall 2019 semester, 339 New Freshman made up 12% of attending students. The majority of students enrolled (1216) in the Fall 2019 semester were students continuing from a previous semester with WVU-P—leading to retention (see “*Fall 2019 Enrollment by Student Type*”). Current classifications for WVU-P students include:

- High School (Early College)
- Continuing
- New Freshman (graduated from high school less than 5 years ago)
- Other Freshman (graduated high school more than 5 years ago)
- Returning (have sat out of school at WVU-P for more than a year)
- Special (typically International students)
- WCE (through Workforce and Economic Development Division)
- Transfer (bringing credits from an institution other than WVU-P)
- Transient (taking classes at WVU-P to take back to a home institution)
- Non-Matriculating

The largest division by headcount for all programs in the Fall 2019 semester was the Business, Accounting, and Public Service Division (see “*2019 Enrollment by Division (Percentages)*”). For the purpose of recruitment and this document, New Students will encompass both First-Time Freshman and Transfer students.

State Initiatives

New initiatives by the State of West Virginia target increasing college achievement for West Virginians. Most notably, initiatives like West Virginia’s Climb and West Virginia Invests are partnerships between the West Virginia Higher Education Policy Commission, the West Virginia Community and Technical College System, and the College Foundation of West Virginia, to help prepare West Virginians for an ever-evolving workforce by making a college education accessible. WVU-P has a unique opportunity to capitalize on these state funded programs to grow enrollment. In the inaugural semester of the WV INVESTS Grant, WVU-P had 318 prospective recipients apply for the grant, and 44 awarded (see “*WV Financial Aid—Major Programs*”).

Additionally, there may be potential markets made more accessible by these statewide initiatives, such as low-income students. Approximately 55% of WVU-P students received the Pell Grant in the Fall 2018 semester, indicating there is room for growth in meeting the financial need of WVU-P students and educating current students on available financial assistance.

Correcting the Enrollment Decline

At WVU Parkersburg, the enrollment decline can be corrected and growth can be strategically influenced by internal actions when these actions are guided with a Strategic Recruitment Plan (SRP). The SRP allows the College to better allocate and utilize marketing, scheduling, staffing, and other varied resources (mentioned above) in a strategic manner to meet enrollment targets.

This planning process allows the stakeholders of WVU Parkersburg to create actionable plans that promote our institutional vision and turn conceptual models for the future into tangible and attainable enrollment outcomes. Through the planning process, we are able to:

- make concise choices about growth.
- define clear lines of responsibility for different aspects of the stabilization and growth processes.
- plan and budget for enrollment costs well before they are accrued.
- Connect and communicate effectively between the offices that should be intertwined with various aspects of the enrollment process, including admissions, marketing, academic divisions, and student services, etc.
- have clear objectives for each portion of the enrollment process.
- develop a long-range planning program and process to more accurately manage and predict changes in enrollment.
- allocate and appropriately utilize resources, so as not to waste resources.

Enrollment Management Taskforce

To effectively create a college-wide approach to enrollment management the creation of an Enrollment Management Taskforce is necessary. The taskforce will be comprised of representative stakeholders from each of the essential areas of the college to include:

Enrollment Management/Admissions
Upper Level Administration
Marketing
Alumni Relations
Academic Affairs
Academic Divisions
Information Technology
Career Services

Workforce and Economic Development
Professional Advising Center
Business Office
Front Line Personnel
Maintenance and Facilities
Support Services (as needed)
Other Offices (as needed)

These stakeholders, along with the guidance of an SRP, are responsible for the implementation and assessment of best practices and procedures that promote enrollment growth and sustainability.

Outline Recruitment Goals

Taking into consideration the above-mentioned historical enrollment data for West Virginia University at Parkersburg, the current socio-economic factors that affect recruitment and enrollment, and the SWOT analysis of WVU-P, the following goals are set forth for WVU-P:

1. A 1% growth in new student enrollment from Fall to Fall semester for Fall 2021 compared to baseline; a 2% increase each year in enrollment for Fall 2022 and Fall 2023, and a 3% increase each fall in enrollment for Fall 2024 - 2025. This projection is built on a goal of level enrollment Fall 2020 compared to baseline and will yield the ultimate goal of approximately 200 new students at the end of the cycle. These goals are considered both realistic and ambitious, although clearly the College will be working to exceed the long-term goals.
2. Track and increase conversion of Early College to Traditional Student with a goal of increasing retention of this group from about 20% to 33%.
3. Maximize conversion and yield rates through written and electronic communications, tele-counseling, and special campus programs with a multi-layer communication plan.
4. Implement the integration of Ellucian Banner with a Client Relationship Management System (CRM) and encompass all facets of enrollment management.
5. Fortify relationship between Admissions/Enrollment Management personnel and Student/Academic affairs organizations to support enrollment management goals of increasing overall enrollment retention rate by 1%.
6. Review/Revise policies and procedures related to Enrollment, Recruitment, Retention, and Academic/Student Affairs annually.

Goals by the Numbers

Student Recruitment for recruitment cycles 2020/2021-2024/2025 will specifically focus on three areas: Early College conversion, First-Time Freshman (HS 5ys or less), and Transfer students. Combined, First-Time Freshman and Transfer Students will be referred to as “new students,” meaning they are “new to WVU-P.” Recruitment for other areas and student types has not been omitted from current WVU-P Recruitment, but due to the nature of this “living document” they will be added and expanded upon as resources allow and in future iterations of the SRP. Total student enrollment for Fall 2019 (the baseline set forth for this document) was 2,405 with a Full Time Equivalency of 1,434. Through strategic enrollment management initiatives and reinvigorated recruitment efforts, projected new student enrollment growth is expected at a tiered rate based on market and economic trends of 1% for the next year (Fall 2021); 2% for Fall 2022- Fall 2023; and 3% for Fall 2024-2025 (see “*Projected Goals*”). Overall enrollment increases will seem conservative, but rely on multiple variables, such as equal gains in retention of students as recruited new students.

Based on current retention trends and in consultation with West Virginia University at Parkersburg’s Chief Financial Officer and Provost, for the purpose of recruitment calculations it is assumed retention will remain at least constant at approximately 1,300 students from fall to fall. Likewise, the recent boom in growth and current enrollment of Early College students leaves little room for financial gain by adding to headcount and is thus assumed to maintain a level of approximately 950 students over the next 5 recruitment cycles.

The first established goal for enrollment at WVU-P (a growth in new student enrollment over the next 5 recruitment cycles) will require new student (First-Time Freshman and Transfer students) growth to increase by an average of 40 additional students for each recruitment cycle. This will increase enrollment by Fall 2025 to an expected incoming class of 477 New Freshman and 257 Transfer students creating a Transfer and New Freshman Enrollment increase of approximately 11% from Fall 2019 to Fall 2025 (see “*Enrollment Growth Calculations*”). Additionally, the current number of students planning to attend and not making it to the census date is approximately 12%. While retention efforts are being made to reduce this number, Recruitment will also be working proactively to close this gap by correcting target recruitment goals for this lapse.

Further, considerations for the financial impact of enrollment increase are considered in these goals. While headcount is a good indication of community impact of an institution, the full-time equivalency (FTE) calculation plays a crucial role in the financial stability and longevity of the college. In addition to the above-mentioned headcount goals, FTE for WVU-P is expected to increase at an equal rate (see “*FTE Growth Calculations*”). With the overall goal of an 11% increase in headcount, a goal of 165 new FTE for the Fall of 2025 is set forth. This will bring the baseline FTE of 1,434 (set with enrollment from Fall 2019) up to 1,599 in Fall 2025 and add approximately \$742,500.

Detail Key Recruitment Strategies

Below are the goals and supporting key strategies for attaining each goal.

GOAL 1: A 1% growth in new student enrollment from Fall to Fall semester for Fall 2021; a 2% increase each year in enrollment for Fall 2022 and Fall 2023, and a 3% increase each fall from Fall 2023 - 2025.

Supporting Key Strategies:

- Design and conduct an ongoing program of staff development/training and foster recruitment and admissions climate that is goals-oriented, rewards achievement, and provides an opportunity for professional growth and development by individual staff.
- Create targeted campaigns and recruitment strategies for Transfer, Early College, First Time Freshman and International Students.
- Collaborate with Institutional Advancement to promote WVU-P Working Title: “WVU-P First” Recruitment Campaign.
- Identify and implement methods for increasing Early College student “yield” to traditional student.
- Review/Revise policies and procedures related to Enrollment and/or Academic and Student Affairs.

GOAL 2: Track and increase conversion of Early College to Traditional Student with a goal of increasing retention of this group from about 20% to 33%.

Supporting Key Strategies:

- Encourage ongoing relationship building with collaborating EC high schools and school districts from the admissions counselor level up through higher administration.
- Hold regularly scheduled meetings with members of the college community working with the EC population and Admissions/Enrollment Management team, so that recruiters are up-to-date and knowledgeable about what is happening with EC (new initiatives, enrollment periods, events) and can help “market” EC participation as well.
- Conduct special events and programming for Early College (EC) participants to generate a sense of community and attachment to WVU-P and create specific communication plans for ECS to include birthday wishes, holiday greetings, etc.
- Hire a Recruiter/Admissions Counselor who will dedicate 50% of work time on the recruitment of ECS and assist with the transition process using a “concierge” model for the enrollment process.
- Seek out and participate in training opportunities for Admissions/Enrollment Management staff to learn how to sell the traditional college conversion to current WVU-P EC students.

GOAL 3: Maximize conversion and yield rates through written and electronic communications, tele-counseling, and special campus programs with a multi-layer communication plan.

Supporting Key Strategies:

- Conduct special events and on campus visit programs that include the use of current students, alumni, and faculty. The number and types of programs should maximize the number of campus visitors and conversion of yield goals.
- Implement a systematic and ongoing state-of-the-art tele-counseling program (using trained and supervised student callers) designed to enhance conversion and yield rates. This program will also utilize professional staff, faculty, and other volunteers.
- Implement an expanded and sequential written and out-bound electronic communications system with prospective students from inquiry to enrollment to achieve targeted conversion and yield rates.
- Utilize texting software to encourage continued engagement with prospects and applicants throughout the enrollment process.

GOAL 4: Implement the integration of Ellucian Banner with a Client Relationship Management System (CRM) and encompass all facets of enrollment management.

Supporting Key Strategies:

- Generate a sufficient number of inquiries of the right type and mix to achieve enrollment goals. The inquiry program will include student-initiated contact, student referrals, travel inquiries, and all forms of solicited inquiries.
- Automate the admissions office to manage the communications flow, support tele-counseling, track inquiries, and produce management reports to monitor progress toward enrollment goals.
- Compile and maintain a comprehensive enrollment database management information system to support enrollment planning, decision-making, and monitoring progress towards goals. The database should help monitor and evaluate all activities of the enrollment program.
- Develop a college wide system for capturing and coding all inquiries for recruitment purposes.

GOAL 5: Fortify relationships between Admissions/Enrollment Management personnel and Student/Academic Affairs organizations to support enrollment management goals.

Supporting Key Strategies:

- Develop an effective volunteer recruitment program that includes the use of current students, alumni, faculty, staff, and parents, including new student interns working in an expanded experiential learning model.
- Grow and maintain relationships with key influential parties (e.g. high school counselors, teachers, and principals, social agencies, area employers, advisory committees, parents and spouses).
- Develop special marketing and recruitment initiatives to increase enrollment and/or strengthen demand in under-enrolled programs.
- Initiate an internal communication plan directed at faculty, staff, and administration to inform them of marketing/recruitment initiatives, enrollment targets, efforts, activities, and outcomes.

GOAL 6: Review/Revise policies and procedures related to Enrollment, Recruitment, Retention, and Academic/Student Affairs annually.

Supporting Key Strategies:

- Establish territories and goals of the admissions staff in order to maximize the exposure to potential students in the state of West Virginia as well as outside the state of West Virginia.
- Launch an organizational structure for recruitment that ensures adequate staffing, authority, responsibility, and accountability for achieving enrollment goals.
- Design and conduct an ongoing program of staff development/training and foster recruitment and admissions climate that is goals-oriented, rewards achievement, and provides an opportunity for professional growth and development by individual staff.
- Implement a program of relationship management in the college's recruitment effort that fosters clear lines of communication from constituencies to Enrollment Management to cut down on "run around."
- Institute a recruitment plan that has measurable goals and outcomes and conduct regular assessment of the plan to ensure progress is being made and goals are reflective of the needs of WVU-P along with factoring essential climate indicators.

Action Plan Worksheets

Attached to this document are worksheets for organizing and planning different actionable items related to the above-mentioned goals along with details about which goal and key strategy the actionable item is supporting. Included actionable items have been limited to approximately three per goal for brevity and to create an operational framework for future projects. Additionally, a template is included for the preparation of future actionable items (SEE APPENDIX A).

Essential Resources Necessary for SRP Implementation

In order for the above-proposed Strategic Recruitment Plan to be implemented, the following resources are needed and deemed essential to the success of the SRP.

Client Relationship Management Software

West Virginia University at Parkersburg is in the process of acquiring and training staff on new software aimed at creating more open and streamlined modes of communication with stakeholders. This includes current students and prospective students. The use of a CRM is essential to creating clear and continual communication with prospective students and leads.

Staffing Needs

The Office of Enrollment Management is critically understaffed. Adequate and successful implementation of a new Strategic Recruitment Plan will require the addition of two positions that will aid specifically with recruitment efforts and processing of admissions documentation. Along with the creation of two additional positions, a restructuring of current staff will create concise roles and reporting for responsibilities related to the SRP.

Considerations Toward Retention

In order to maximize recruitment productivity toward a holistic approach to enrollment management an understanding of current retention trends is required A focus on retention enhances the opportunity to create enrollment growth and stability:

An Environment of Change and Opportunity

The environment in which we recruit and retain students is changing. The number of high school graduates is declining, this declining population is growing more diverse, and traditional out-of-state markets are experiencing the same. The enrollment figures and demographic shifts will be significant factors in enrollment management and recruitment planning. Recruitment does not happen in a stagnant and mutually exclusive environment and realistic goals and expectations for recruitment and retention need to consider one another. Considering a relatively constant goal of 70% retention of students from fall to fall semester, an average graduation rate of 35%, and a maximum financially sustainable Early College population of 950, the following recommendations are made.

In order to grow and maintain the above-mentioned recruitment goals, the incoming class of new students will need to increase by about 50 new First Time Freshman or Transfer students each year over the next 5 years (fall and spring combined). WVU Parkersburg is consistently losing approximately 47.5% of each incoming new student class from fall to fall. Retention efforts will need to be made to slow the amount of new-student turnover including summer melt. Additionally, collaboration between enrollment management staff and staff responsible for any onboarding, orientation, and welcoming of students would better benefit enrollment by establishing multiple lines of support and a seamless “shift” of students from Recruitment and Admissions to Academic and Student Affairs.

A Reason to Change

As a campus, we wish to move from an interventionist model, which assumes that students have characteristics which predispose them to a certain level of performance, to a student analytics model that focuses on improving existing processes for student success. When researching the university’s retention performance over the last five years, it is readily apparent that we need to think and act differently, if we wish to have different results.

	<u>Fall '12</u>		<u>Fall '17</u>
First-Year Student Retention Rate	48.2%		46.8%
Second-Year Retention Rate	28.7%		29.8%
4-Year Graduation Rate	7%		15%
6-Year Graduation Rate	25%		44%

Retention Questions, what are our answers?

1. What are our systems and processes that exacerbate at-risk students?
2. What are our systems and processes that reduce at-risk students?
3. How do you think students view our registration and advising processes?
4. How do we better match the needs, desires, and expectations of our students?
5. What do successful students do to ensure their success at WVU-P?

Assessment of Retention Strategy Implementation

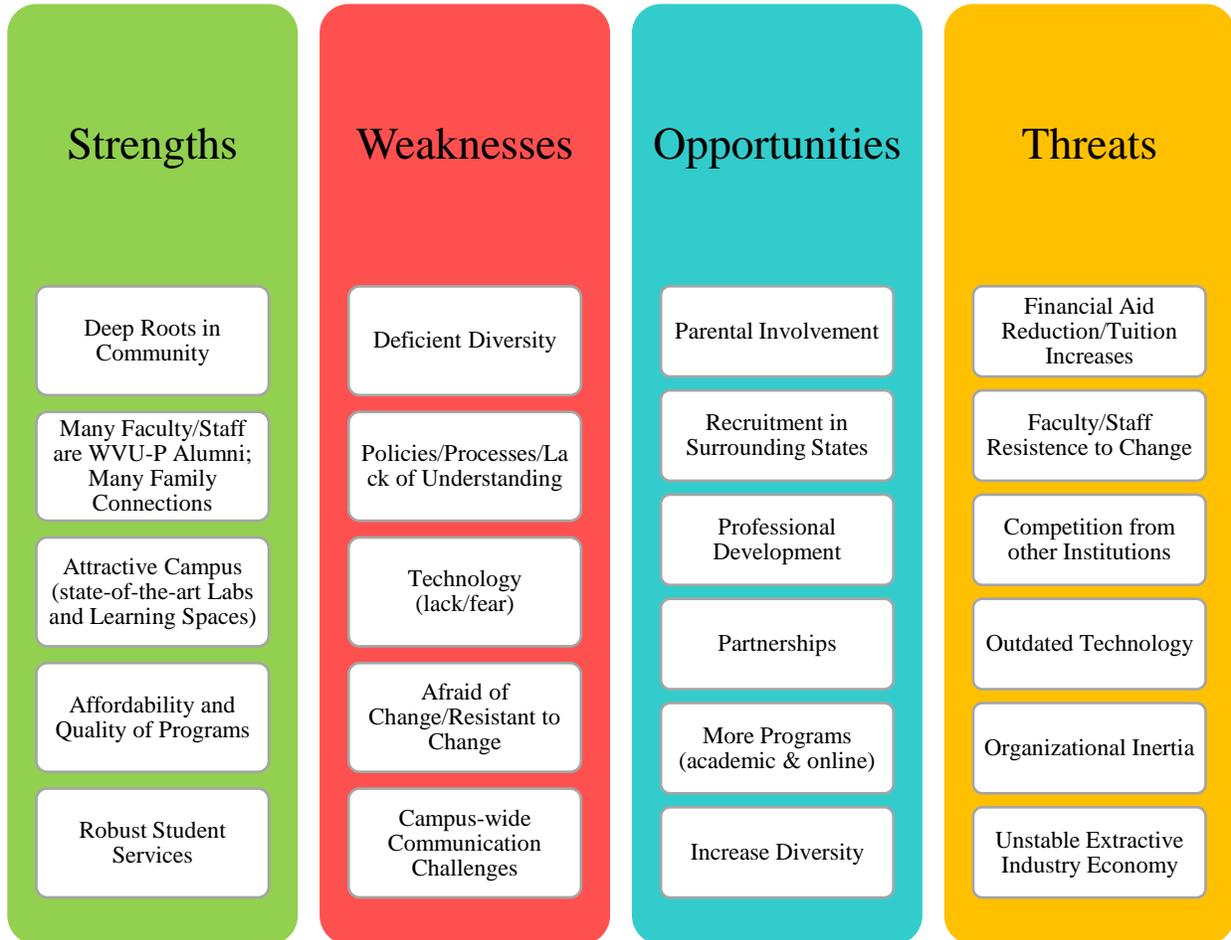
The evaluation and assessment of the above Goals and Actionable Items can be found below along with details on progress of long-term projects, and the proposal of upcoming Actionable Items to be addressed at a later date (see APPENDIX B).

Considerations for Future Development

The following are potential Actionable Items and goals under consideration, but have not yet been developed at the time of the submission of this document for review.

- Added college fairs attendance- local, state, regional and national (*Admissions*).
- Team Recruitment (*Admissions, Financial Aid, Students, Faculty, Staff, Alumni*).
- Letter Writing Campaign
 - Review of SAT scores, transcript for high achievers and deans/administrators to write student in interest/skills area.
 - SGA/Student Leaders to write students from prospective high schools or any other identified students. (*Admissions*).
- Phone-A-Thon- Students, Administrators, Staff and Alumni (*Admissions, Experiential Learning, Alumni Relations, Other*).
- Outreach initiatives – Presidential Tours, Spring and Fall High School Days, Display set-up in malls and at conferences (local/state/regional) (Recruitment Staff).
- On-line registration (Registrar, Office of Information Technology).
- Review memorandums of understanding with other colleges and tech centers to recruit in collaboration with their activities.
- Collaborate with the Business Office and Financial Aid to review special payment circumstances resulting from registration (*Admissions, Business Office, Financial Aid*).
- Review scholarship offerings and qualification requirements to better assist prospective students in understanding Financial Aid available (*Admissions, Financial Aid, WVUP Foundation*).
- Utilize performances and events held on campus for recruitment (Theatrical Performances, Conferences, Fines Arts events).
- Special visitations to alumni including superintendents, principals, school board members, etc. to aid in recruitment (*Alumni Affairs, Enrollment Management Staff*).
- Financial Aid Workshops- Community Centers (High Schools, YMCA, Elite Center, etc).
- Marketed participation in WV CLIMB initiative to provide re-entry access opportunities to former students who stopped-out.
- Implement current student recruitment incentive program designed to involve currently enrolled students in the recruitment and enrollment process.
- Roll out of scholarship portal (*Enrollment Management and Financial Aid*).
- Increase enrollment for existing WVU-P Online programs 2019 goal.
- Increase recruitment of non-traditional aged students through established relationships between local and regional businesses and the WVU Parkersburg Workforce and Economic Development Division (WED).
- Create a recruitment and marketing campaign targeting working adults centered on the WV INVESTS grant and the WV's CLIMB initiative.
- Collaborate with staff within the WED Division to attend career fairs where adult learners and partnering employers are in attendance to promote WVU-P and the WV INVESTS grant.
- Expand existing and generate new employer partnerships (similar to the AEP Occupational Development Associate of Applied Science and HINO Advanced Manufacturing Associate of Applied Science) to create concurrent employment and educational training opportunities.
- Update articulation agreements with local and regional technical and career centers and local unions with apprenticeships to promote technical program enrollment. Create targeted marketing materials related to these articulation agreements.
- Maximize enrollment in current programs.

Visual Aids



SWOT Analysis of West Virginia University at Parkersburg. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of West Virginia University at Parkersburg (WVU-P) allows those responsible for the planning and implementation of a Strategic Recruitment Plan to make informed decisions about the status of the college.

Historical Graduation Data for WVU Parkersburg Service Area

Service County	Graduation Rate by County					
	2018			2017		
	Enrolled	%	Graduate	Enrolled	%	Graduate
Jackson	293	.94	275	303	.96	290
Pleasants	107	.93	99	91	.93	84
Ritchie	85	.94	80	88	.85	75
Roane	157	.89	139	156	.90	141
Tyler	102	.97	99	104	.92	96
Wirt	81	.86	70	73	.88	64
Wood	821	.89	732	845	.90	757

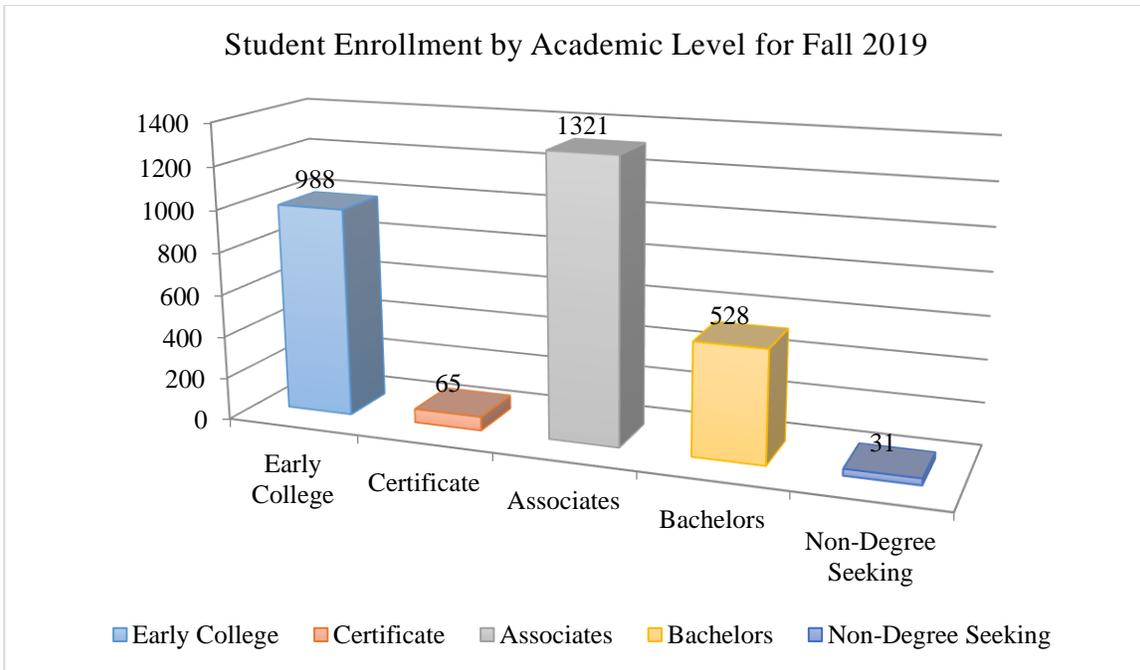
Service County	2016			2015		
	Enrolled	%	Graduate	Enrolled	%	Graduate
	Jackson	297	.95	283	313	.95
Pleasants	100	.96	96	82	.94	77
Ritchie	104	.93	96	95	.90	86
Roane	135	.92	124	160	.88	141
Tyler	100	.97	97	87	.91	80
Wirt	77	.93	72	71	.91	65
Wood	853	.89	759	874	.88	769

Service County	2014		
	Enrolled	%	Graduate
Jackson	295	.90	267
Pleasants	104	.89	93
Ritchie	111	.87	97
Roane	171	.84	143
Tyler	103	.91	94
Wirt	85	.86	73
Wood	842	.86	725

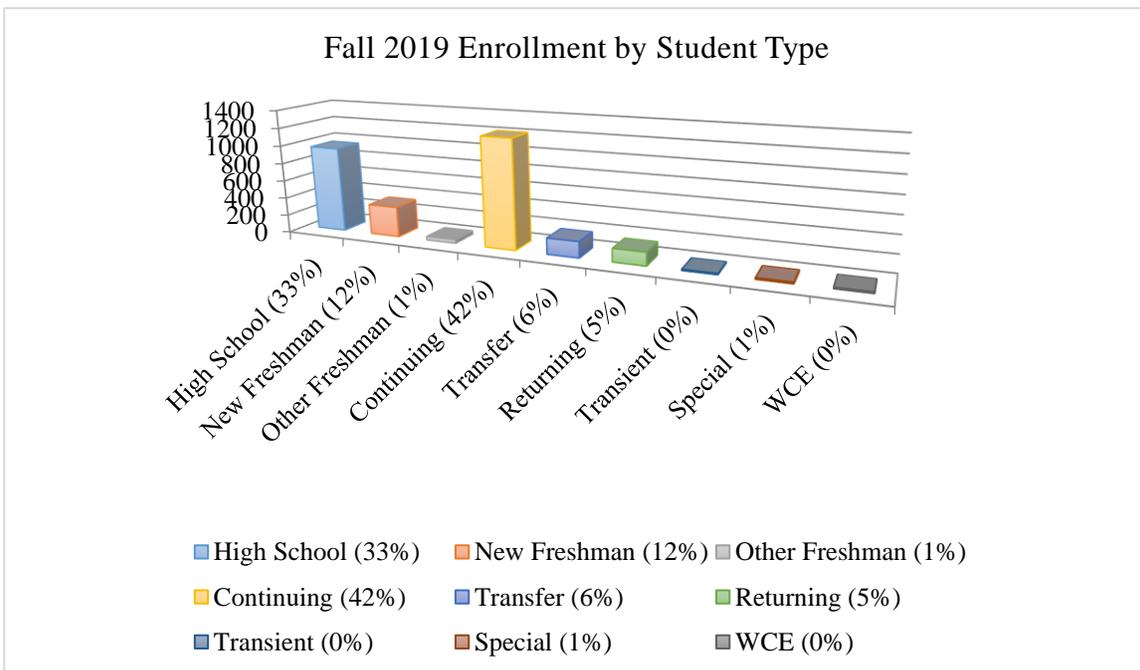
Historical Enrollment for West Virginia University at Parkersburg

Measure	Semester				
	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
EC Headcount	366	274	292	428	1005
Total Headcount	2815	2564	2482	2406	2839
Total FTE	1880	1852	1808	1662	1741
FTE Change	-9%	-2%	-2%	-8%	+5%

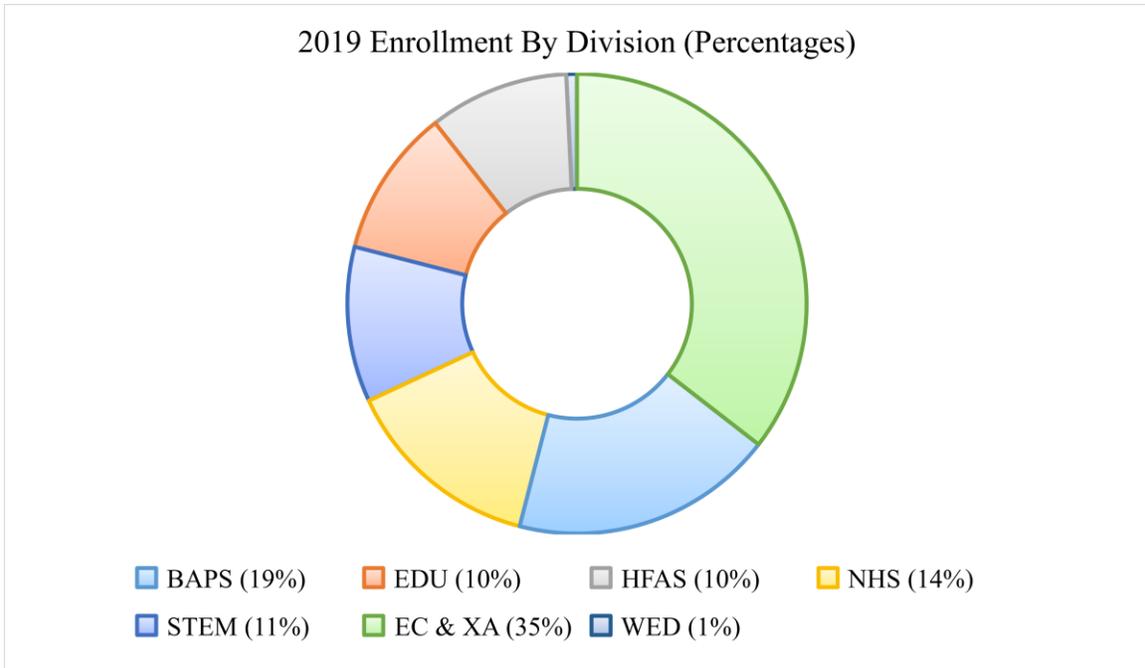
Historical Enrollment for West Virginia University at Parkersburg. WVU-P has experienced an enrollment slip congruent with enrollment trends across the state for the last several years. FTE for WVU-P is calculated including Early College students.



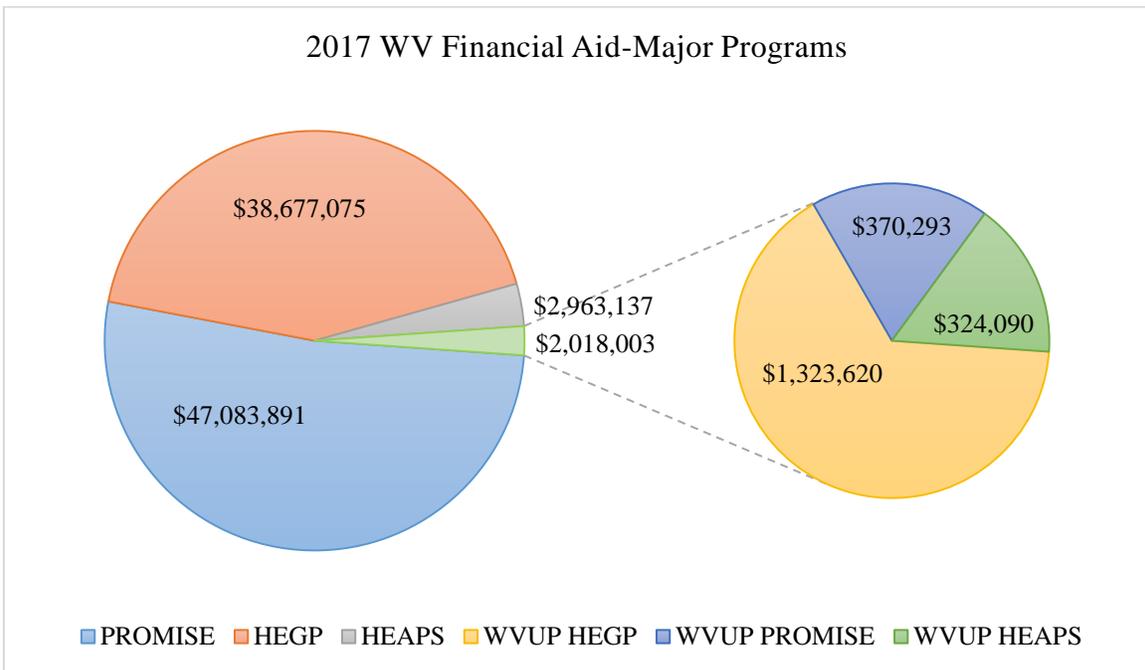
Student Enrollment by Academic Level for Fall 2019. West Virginia University at Parkersburg’s (WVU-P) Enrollment by Academic Level. The majority of students enrolled at WVU-P for the Fall 2019 semester were seeking an Associate level degree or attended as a participant in the WVU-P Early College Program.



Fall 2019 Enrollment by Student Type. The majority of students enrolled (1,216) in the Fall 2019 semester were students continuing from a previous semester with WVU-P (leading to retention), with approximately 12% of enrollment being First-Time Freshman, who have never taken a college course before. About 33% of WVU-P’s headcount is High School “Early College” Participants.



2019 Enrollment by Division (Percentages). Fall 2019 Enrollment by Division. The largest academic division by headcount is the Business, Accounting, and Public Service Division. Most WED students have not been counted by our current counting process, but that model is going to change.



WV Financial Aid—Major Programs. Financial Aid Usage at WVUP (USD). The three largest aid programs awarded in 2017 included the PROMISE Scholarship, West Virginia Higher Education Grant Program, and the Higher Education Adult Part-Time Program. The Strategic Recruitment Plan looks to capitalize on the opportunity to maximize each WVU-P student’s utilization of state financial aid, including the new WVINVESTS Grant program. Information adapted from WVHEPC data.

Projected Goals

	Semester					Growth
	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	
Increase Goal	1%	2%	2%	3%	3%	11%
Incoming New Freshmen	352	376	401	438	516	138
Headcount (with EC)	2802	2839	2877	2934	2993	209
New FTE	14	29	30	45	47	165
Total FTE	1448	1477	1507	1522	1599	1599

Projected Goals. In addition to added headcount to New Freshman and Transfer student populations, full time equivalency is expected to increase at the same rate. Goals to be reached by Fall 2025 set by the this SRP include an overall 11% increase in headcount and FTE. This goal will add 209 New Freshman and Transfer students to the incoming class of 2025 (compared to the incoming class of 2019) and increase FTE by 165.

		<i>Enrollment Growth (Headcount) Calculations</i>					
		Recruitment for Year					
		Fall 2019	2021	2022	2023	2024	2025
Maintained	Projected New Student Growth		1%	2%	2%	3%	3%
	High School (Early College)	960	960	960	960	960	960
	Retained	1306	1300	1300	1300	1300	1300
Growth	New Freshman (HS 5 yr or less)	339	352	376	401	438	477
	Transfer	179	190	203	216	236	256
Goal Headcount (excluding EC)		1824	1842	1879	1917	1974	2033
Projections	Additional Recruits needed (from previous semester)	-----	18	37	38	57	61
	Target New Freshman Class size, controlling for 12% melt	-----	395	422	449	491	534

Overall Enrollment Growth	1%	2%	2%	3%	3%
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Enrollment Growth Calculations. In order to maximize financial gain and enrollment stability, enrollment growth will need to primarily come from two student types: New Freshman and Transfers.

Full Time Equivalency (FTE) Growth Calculations

Academic Year	Increase	Goals			
		Beginning FTE Enrollment	New FTE	Total New FTE	FTE Enrollment At End of Year
2019 Baseline	----	1434	----	----	1434
Fall 2021	1%	1434	14	14	1448
Fall 2022	2%	1448	29	43	1477
Fall 2023	2%	1477	30	73	1507
Fall 2024	3%	1507	45	118	1552
Fall 2025	3%	1552	47	165	1599

FTE Growth Calculations. Full Time Equivalency (FTE) enrollment is expected to grow at the same rate as new student headcount for the next 5 recruitment cycles. FTE is calculated by dividing all course enrollment by 15 credit hours.

APPENDIX A

Action:	
Supporting Goal:	
Supporting Key Strategy:	
Objective(s):	
Description/ Explanation:	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Responsibility:	
Budget:	
Postage	
Phone Calls/Emails	
Paper	
Costs of Lists	
Other:	
	Total:
Evaluation/Assessment:	

Goal 1 Actionable Items

Action: Create and Implement an International Student Recruitment Strategy	
Supporting Goal: 1. A 1% growth in new student enrollment from Fall to Fall semester for Fall 2021; a 2% increase each year in enrollment for Fall 2022 and Fall 2023, and a 3% increase each fall from Fall 2024 - 2025.	
Supporting Key Strategy: Create targeted campaigns and recruitment strategies for Transfer, Early College, First Time Freshman, and International Students.	
Objective(s): Create a “passive” recruitment strategy to draw qualified and eligible international applicant to inquire, apply, and enroll at WVU-P, that once initialized will require minimum upkeep. Build diversity among the students of West Virginia University at Parkersburg	
Description/ Explanation: A Proposal for a low-cost Passive International Recruitment Strategy has been proposed on a 4-semester cycle modeled after a landmark international enrollment institution. Upon Adaptation of the model, minimal additional upkeep will be generated and cost effectiveness has been maintained	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Update “International Page” of Website	
Purchase TOEFL names	
Implement Email Blast Campaign for purchased names	
Implement Digital Communication plan for International Applicants	
Responsibility: Office of Enrollment Management, Business Office, IT	
Budget: TOEFL Name Buys	
TOEFLE Name Buys	.60 x 500= \$300.00/ semester
Other:	
	Total:
Evaluation/Assessment: Increase in foot traffic on INTL Webpage and increase in applicants and admitted international students	

Action: Increase Admissions of Transfer/Associate Degree Students to WVU-P	
Supporting Goal: 1. A 1% growth in new student enrollment from Fall to Fall semester for Fall 2021; a 2% increase each year in enrollment for Fall 2022 and Fall 2023, and a 3% increase each fall from Fall 2024 - 2025. 3. Maximize conversion and yield rates through written and electronic communications, tele-counseling, and special campus programs with a multi-layer communication plan.	
Supporting Key Strategy: Create targeted campaigns and recruitment strategies for Transfer, Early College, First Time Freshman, and International Students.	
Objective(s): To obtain an electronic list of transfer students’ names from local junior/community colleges (awarding Associate Degrees) in efforts to continue the recruitment process and increase the enrollment goal of transfer students,	

particularly at the bachelor's level. Once the names are received, invite the transfer students from the various local junior/community colleges to Transfer Day programming to familiarize and promote the university in efforts to increase the transfer student enrollment.

Description/ Explanation:

This activity will build relationships with the junior/community colleges and enable a communication flow with the transfer students with the goal of increasing the students' interest level in the university. The goal is to encourage the student to apply and complete their bachelor's degree with WVU-P.

Implementation Schedule/Timeline

Task	Completion Date
Schedule visits to Comm. Colleges to establish relationships	
Obtain a list of transfer students from the colleges in Fall/Spring	
Input names into the Banner system	
Set date for Spring Transfer Day	
Advertise through Community College's media outlets (newspaper, bulletin boards, weekly email updates)	
Make follow-up phone calls to the students (qualify interest)	
Maintain regularly scheduled visits and presence on Washington State Community College's Campus.	
Request new names of sophomore classes at Community Colleges	
Mail invitations to Transfer Day	
Responsibility: Office of Enrollment	
Budget: Postage, Marketing Materials, Giveaways, Training, Meals	
Postage	
Marketing Materials	
Giveaways	
Training	
Meals	
Other:	
	Total:

Evaluation/Assessment:

Compose an evaluation sheet to give to the visitors to complete; track overall numbers of participants and frequency. Tie tour headcount numbers into Student Service area's production/yield rates. Weekly evaluation of the communication process and monitor new applications to determine if any names from this database complete an application.

Goal 2 Actionable Items

Action: Enhancing Outside Stakeholder Relationships	
Supporting Goal: 2. Track and increase conversion of Early College to Traditional Student with a goal of increasing retention of this group from about 20% to 33%.	
Supporting Key Strategy: Develop and maintain relationships with key influential stakeholders (e.g. high school counselors, teachers, and principals, social agencies, area employers, advisory committees, parents and spouses)	
Objective(s): Continue to grow and strengthen relationships with school personnel within the Service Area and Primary Markets to increase enrollment.	
Description/ Explanation: Special events to be used as venues for relationship enhancement include: <ul style="list-style-type: none"> • Hosting special events for school personnel (superintendents, principals, headmasters, counselors, etc.) • Sponsoring workshops and professional development activities to meet the needs of these special groups 	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Schedule special luncheon for superintendents, principals, counselors, headmasters with members of the Executive Staff	
Invite area school officials to on-campus community programming (Homecoming events, Theatre Productions)	
Schedule workshops and professional development activities in schools	
Collaborate with local feeder high schools to host “Tailgate Cookouts” at major Match-up Games	
Responsibility: Office of Enrollment Management, Admissions Counselors, Executive Committee, Enrollment Taskforce	
Budget: TBD	
Other:	
	Total:
Evaluation/Assessment: Successful implementation of tasks and an increase in the number of referrals made to us by the schools.	

Action: Working Title: “WVUP First” Campaign	
Supporting Goal: 2. Track and increase conversion of Early College to Traditional Student with a goal of increasing retention of this group from about 20% to 33%.	
Supporting Key Strategy: Collaborate with Institutional Advancement to promote working title: “WVU-P First” Recruitment Campaign.	
Objective(s): To promote WVU-P in primary recruitment markets as the college of primary interest.	
Description/ Explanation: Market WVU-P as the college of Working Title: “WVU-P First” to service area. WVU-P is an affordable and quality option for getting started and has many career oriented Associate and Bachelor’s degrees that benefit our region.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date

Planning phase	
Launch marketing campaign promoting <i>WVU-P</i> as college of the first choice among service area seniors. Working Title: “WVU-P First” Campaign should include billboards, print ads, television, brochures, bumper stickers, etc. (identify larger/more popular WVU-P Programs to start).	
Launch alumni campaign promoting WVU-P Working Title: “WVU-P First” – Chance for Philanthropic ventures here.	
Responsibility: Enrollment Management, Institutional Advancement	
Budget: Travel, Marketing Expenses, apparel for Working Title: “WVU-P First”	
Travel	
Marketing	
Working Title: “WVU-P First” Apparel	
Other:	
	Total:
Evaluation/Assessment: Increase in the number of inquiries resulting in an increase of applications and ultimately enrollment. Track inquiries from “WVU-P First” in Banner through the CRM module.	

Action: Increase Alumni Engagement, Support, and Representation in Recruitment Efforts
Supporting Goal: 2. Track and increase conversion of Early College to Traditional Student with a goal of increasing retention of this group from about 20% to 33%.
Supporting Key Strategy: Develop an effective volunteer recruitment program that includes the use of current students, alumni, faculty, staff, and parents.
Objective(s): To develop a contingent of “Alumni Recruiters” who can assist in the recruitment of students, which will enable WVU-P to expand its recruitment territories.
Description/ Explanation: Increase Alumni participation in addition to Admissions/Enrollment Management’s recruitment efforts and the number of inquiries will be increased and resulting in a larger funnel for the applicant pool which will ultimately produce a greater enrollment.

<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Identify current students from each of our service area High Schools.	
Send invitation to select current students to become a student Ambassador for their home school	
Schedule training sessions for the selected current students	
Conduct current student training sessions	
Provide current student with informational materials	
Virtualize current student training sessions	

Responsibility: Office of Enrollment, Director of Alumni Relations	
Budget: Travel, lodging, promotional materials, training costs	
Travel	
Lodging	
Promotional Materials	
Training	
Other:	
	Total:
Evaluation/Assessment: Monitor and track the increase in inquiries and applications as a result of the efforts.	

Goal 3 Actionable Items

Action: Management of the Letter Flow- Communications Plan	
Supporting Goal: 3. Maximize conversion and yield rates through written and electronic communications, tele-counseling, and special campus programs with a multi-layer communication plan.	
Supporting Key Strategy: Implement an expanded and sequential written and out-bound electronic communications system with prospective students from inquiry to enrollment to achieve targeted conversion and yield rates.	
Objective(s): Install 5-8 inquiry level direct mail communications designed to build and sustain student interest Movement to a true senior inquiry communications flow. Complete reorganization of the current written flow including delivery of the application, financing and academic program information at the time of inquiry and continue thorough actual application process. <ul style="list-style-type: none"> • Add a postcard to drive the students to the Web site and apply for admission • Add communications about intramural athletics and new programs including articulation agreements • Adding a scholarship/financing fact sheet to the initial response mailing, the financing brochure mailing to the parents • Add communications about the consideration of adding on-campus housing options Develop additional written forms, such as 1) an admissions postcard promoting applications on the website 2) a brochure highlighting extracurricular and intramural activities 3) university scholarships fact sheet and 4) a letter indicating status and receipt of application. Movement to a true senior inquiry communications flow with a shorter response time for supplemental materials.	
Description/ Explanation: Implement an expanded and sequential written communications system with prospective students from inquiry to enrollment to achieve targeted conversion and yield rates. Final goal is to turn inquiries into applications and applicants into enrolled and attending students.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Add virtual postcards to drive students to the Website	
Add communications about student activities and new academic programs	
Make certain that all information is sent for students that inquire via phone, email, and letters within 5 business days of receipt of request	
Increase Social Media presence for the Admissions/Enrollment Management Office (All Platforms)	
Enhance Communication Plan using the following communication outlets: 1. Social Media 2. Texting Software 3. Email 4. Website	
Responsibility: Office of Enrollment Management, Admissions Counselors, IT, Division Chairs, Institutional Advancement	
Budget:	
Other:	
	Total:

Evaluation/Assessment:

Multi-level assessment based on digital “traffic” (i.e. how many opens, clicks etc, from links posted in Social Media posts, Links in Texts and emails)

Action:

Host Open Houses on Campuses, including JCC – Increase external student participation

Supporting Goal:

3. Maximize conversion and yield rates through written and electronic communications, tele-counseling, and special campus programs with a multi-layer communication plan.

Supporting Key Strategy:

Conduct special events and on campus visit programs that include the use of current students, alumni, and faculty. The number and types of programs should maximize the number of campus visitors and conversion of yield goals.

Objective(s):

Invite a minimum of 1,500 juniors/seniors within the state of WV and selected out-of-state markets to both Fall and Spring open houses in order to acquaint the students with the campuses and sell WVU-P to the students in order to achieve enrollment goals.

Description/ Explanation:

Build relationships with high school counselors in order to obtain names and addresses of junior and senior level students.

Mail out invitations to high school counselors.

Mail out invitations to high school junior and seniors once names are obtained.

Follow up phone calls to confirm level of interest and head count.

Implementation Schedule/Timeline

Task	Completion Date
Set Dates/programs for open houses (fall and spring)	
Set deadline to mail invitations	
Design flyers/letter/invitation	
Make personal visits to high school principals at feeder schools within 100-mile radius announcing the date and asking for support	
Send invitations high school counselors to post and advertise	
Advertising newspaper, radio, and the community calendar, Social Media Accounts	
Mail personal invitations for at least 1,000 seniors and 500 juniors within the state of WV and selected out-of-state market (after school starts)	
Responsibility:	
Office of Enrollment Management will be responsible for obtaining lists from counselors and admission staff and are responsible for sending out invitations.	
Budget:	
Food, postage for mailings, paper, marketing materials (giveaways), Marketing (social media/web), travel for counselors (mileage for use of university vehicle)	
Food	
Marketing	
Printing/Postage	
Travel	
Other:	
	Total:

Evaluation/Assessment:
 Weekly communications, counselors check on the prospective by students calling in to confirm attendance (online registration form)

Action:
 Improve/Enhance Campus Tours

Supporting Goal:
 3. Maximize conversion and yield rates through written and electronic communications, tele-counseling, and special campus programs with a multi-layer communication plan.
 5. Fortify relationships between Admissions/Enrollment Management personnel and Student/Academic Affairs organizations to support enrollment management goals.

Supporting Key Strategy:
 Implement a program of relationship management in the college's recruitment effort.
 Establish an organizational structure for recruitment that ensures adequate staffing, authority, responsibility, and accountability for achieving enrollment goals.

Objective(s):
 Structure a detail plan of the campus tour
 Schedule phone calls to the high schools/community colleges to set tour dates
 Schedule phone calls to individual students to set up a campus tour
 Engage Virtual Tour Functionality

Description/ Explanation:
 Building a relationship with the schools/students by displaying the college and its offerings.
 Collaborating with various offices on campus to create seamless delivery in a standardized tour format.

<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Online Tour Scheduler	
Training for campus tour activities-include script/mock tours	
Training for WVU-P Ambassadors/staff/faculty/administrators	
Schedule schools for set tour dates	

Responsibility:
 Office of Enrollment, Areas of Assistance (Student Activities, Divisions, Support Services, Tutoring, PAC, Etc.)

Budget:
 Postage, Marketing Materials, Giveaways, Training, Meals

Postage	
Marketing Materials	
Giveaways	
Training	
Meals	
Other:	
	Total:

Evaluation/Assessment:
 Compose an evaluation sheet to give to the visitors to complete; track overall numbers of participants and frequency. Tie tour headcount numbers into Student Service areas production/yield rates

Goal 4 Actionable Items

Action: Purchase and Implement a CRM System	
Supporting Goal: 4. Implement the integration of Ellucian Banner with a Client Relationship Management System (CRM) and encompass all facets of enrollment management.	
Supporting Key Strategy: Automate the admissions office to manage communications flow, support tele-counseling, track inquiries, and produce management reports to monitor progress toward enrollment goals	
Objective(s): Purchase a CRM system and have all staff trained on its use. Utilize and automate as many communications as possible (the point is to maintain contact with students from interest through attendance. Develop additional written forms, such as 1) an admissions postcard promoting applications on the website 2) a brochure highlighting extracurricular and intramural activities 3) university scholarships' fact sheet and 4) a letter indicating status and receipt of application.	
Description/ Explanation: Implement a CRM and automated communications system for prospective students from inquiry to enrollment to achieve targeted conversion and yield rates. Final goal is to turn inquiries into applications and applicants into enrolled students.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Purchase CRM	
Set up CRM- Partner with essential offices (IT, Business, FINAID?)	
Make certain that all information is sent for students that inquire via phone, email, and letters within 5 business days of receipt of request	
Increase Social Media presence for the Admissions/Enrollment Management Office (All Platforms)	
Enhance Communication Plan using the following communication outlets: 5. Social Media 6. Texting Software 7. Email 8. Website	
Responsibility: Office of Enrollment Management, Admissions Counselors, IT, Division Chairs	
Budget:	
Other:	
	Total:
Evaluation/Assessment: Multi-level assessment based on digital "traffic" (i.e. how many opens, clicks etc, from links posted in Social Media posts, Links in Texts and emails)	

Action: Purchase SAT and ACT Names
Supporting Goal:

4. Implement Banner System to integrate to the CRM Recruit System and integrate all facets of enrollment management.	
Supporting Key Strategy: Generate a sufficient number of inquiries of the right type and mix to achieve enrollment goals. The inquiry program will include student-initiated contact, student referrals, travel inquiries, and all forms of solicited inquiries.	
Objective(s): Purchase names from SAT/ACT to build and expand the recruitment market of potential students and to increase the academic scholarship pool of students in-state and out-of-state. Expand contact list to include Freshman, Sophomore, Junior, and Senior level students.	
Description/ Explanation: Purchase ACT/SAT names from the state of WV and OH areas in close proximity to WV. Purchasing of the names from SAT/ACT will allow an increase not only in regular admitted students, but also high achieving students (scoring 20 and above). WV recently switched from an ACT State to and SAT state, purchasing both SAT and ACT names will widen the prospect pool for the area.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Prepare paperwork to purchase names	
Submit paperwork to purchase names/ Purchase names after each test date (Oct, Dec, Feb, Mar, Apr, May, June)	
State letter flow process of the names in Recruitment Module (Input names in Banner to start letter flow)- Builds the application and scholarship pools	
Send admissions packets to those who have eligible scores	
Follow up with students to qualify interest of students (within 1 week of receiving contact cards)	
Responsibility: Office of Enrollment Management	
Budget: Name Buys, Printing and Postage	
ACT Name Buys (WV) (OH)	
SAT Name Buys (WV) (OH)	
Printing/Postage	
Other:	
	Total:
Evaluation/Assessment: Weekly evaluation of the progress of communication and monitor the new applications received	
Action: Purchase TOEFL names and integrate into communication plan	
Supporting Goal:	

4. Implement Banner System to integrate to the CRM Recruit System and integrate all facets of enrollment management.	
Supporting Key Strategy: Generate a sufficient number of inquiries of the right type and mix to achieve enrollment goals. The inquiry program will include student-initiated contact, student referrals, travel inquiries, and all forms of solicited inquiries.	
Objective(s): Purchase names from TOEFL to build and expand the recruitment market of potential students and to increase the academic scholarship pool of international students	
Description/ Explanation: Purchase TOEF names.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Prepare paperwork to purchase names	
Submit paperwork to purchase names/ Purchase names after each test date (Oct, Dec, Feb, Mar, Apr, May, June)	
State letter flow process of the names in Recruitment Module (Input names in Banner to start letter flow)- Builds the application and scholarship pools	
Send admissions packets to those who have eligible scores	
Follow up with students to qualify interest of students (within 1 week of receiving contact cards)	
Responsibility: Office of Enrollment Management	
Budget: Name Buys, Printing and Postage	
ACT Name Buys (WV) (OH)	
SAT Name Buys (WV) (OH)	
Printing/Postage	
Other:	
	Total:
Evaluation/Assessment: Weekly evaluation of the progress of communication and monitor the new applications received	

Goal 5 Actionable Items

Action: Financial Aid and Admissions Workshops	
Supporting Goal: 5. Fortify relationship between Admissions/Enrollment Management personnel and Student/Academic affairs organizations to support enrollment management goals.	
Supporting Key Strategy: Conduct special events and on campus visit programs that include the use of current students, alumni, and faculty. The number and types of programs should maximize the number of campus visitors and conversion of yield goals.	
Objective(s): Educate the surrounding community (within 100-mile radius) on how to apply for admissions and financial aid at any institution. The focus group will be high school seniors, their parents and any area community service groups/organizations. <ul style="list-style-type: none"> • Partner with local high schools to set up and host workshops for student/parents. • Admissions Counselor will present university admissions requirements • Financial Aid counselor will present students with an overview of the federal financial aid application process. Show students/parents what forms will be needed to complete the free application for federal student aid and the federal websites. The counselor will give an example of how a student’s financial aid award is packaged at WVU-P. • Financial Aid Counselor will talk about State Financial Aid Programs, Like PROMISE, WV INVESTS, etc. • Provide campus workshops during Fall semester to our freshman classes to inform them about the processing timeline at WVU-P 	
Description/ Explanation: The Office of Student Financial Aid will collaborate with the Office of Admissions/Enrollment Management to develop an informative presentation that will teach the community about the fundamentals of completing the Financial Aid form and general knowledge of how to apply for admissions to college.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Solicit market areas and schedule evening visits to the community centers/high schools	
Plan marketing ideas (community calendar, THE BEET)	
Design/Develop advertising flyers	
Write Request for Presentation (Powerpoint or Prezi)	
Start advertisements (Print, Digital, Social Media)	
Start workshops	
Responsibility: Office of Enrollment Management, Office of Student Financial Aid, Marketing	
Budget: Travel, Audio/Visual Equipment, Advertising Costs	
Travel	
Audio/Visual Equipment	
Advertising Costs	
Other:	
	Total:
Evaluation/Assessment:	

Level of interest from targeted community and attendance of workshops. Community feedback on the workshop benefits.

Action:
Coordinating Admissions and Special Academic Programs

Supporting Goal:
5. Fortify relationships between Admissions personnel and Student/Academic Affairs organizations to support enrollment management goals.

Supporting Key Strategy:
Establish an organizational structure for recruitment that ensures adequate staffing, authority, responsibility, and accountability for achieving enrollment goals.
Develop special marketing and recruitment initiatives to increase enrollment and/or strengthen demand in under-enrolled programs.

Objective(s):
To coordinate the recruitment efforts of academic and non-academic areas with the Office of Admissions/Enrollment Management

Description/ Explanation:
While recruitment is the responsibility of all of WVU-P's stakeholders, the Office of Admissions/Enrollment Management is the clearing house for all recruitment activities and/or potential opportunities for recruitment. All academic departments, programs, faculty members, staff, etc. should report contact information to the Office of Admissions on a monthly (or as needed) basis for follow-up. This includes any area specific recruitment opportunities (health fairs, STEM days, etc.) so that a comprehensive report of all recruitment activities may be compiled. The Office of Admissions should be made aware of all special summer programs, such as Kids College, Summer Tech Camp, STEM Coding Camp, etc. that would obtain students of the high school sophomore, junior and senior levels. These students should be added to the recruitment database.

<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Identify all units and persons responsible for engaging recruitment	
Identify all summer programs that serve high school age students	
Meet with all stakeholders involved in identified programs	
Acquire information regarding identified programs (brochures, fliers, etc.)	
Train staff involved with these programs in basic recruitment methods	
Responsibility: Office of Enrollment Management, Various Departments/Divisions	
Budget: Printing and Communications	
Emails/Texts	
Other:	
	Total:

Evaluation/Assessment:
Number of interactions for students with initial contact made from these events.

Action:
Increase Admission of Workforce WV eligible, Workforce and Economic Development, and Transfer Students

Supporting Goal:

5. Fortify relationships between Admissions/Enrollment Management personnel and Student/Academic Affairs organizations to support enrollment management goals.

Supporting Key Strategy:
Develop special marketing and recruitment initiatives to increase enrollment and/or strengthen demand in under-enrolled programs.

Objective(s):
To obtain an electronic list of transfer students names from Washington State Community College and Workforce WV in efforts to continue the recruitment process increasing enrollment goal of transfer students. Once names are received, invite the transfer students to Transfer Day to familiarize and promote the college in efforts to increase the transfer student enrollment.

Description/ Explanation:
This activity will build relationships with Washington State Community College and enable a communication flow with the transfer students with the goal of increasing the student’s interest level in WVU-P. The goal is to encourage the student to apply and complete their bachelor’s degree with WVU-P since Washington State has no bachelor’s programs and, therefore, is not in competition, and since we offer in-state tuition.

Implementation Schedule/Timeline

Task	Completion Date
Schedule visits to WSCC to establish relationships	
Obtain a list of transfer students from WSCC in fall/spring	
Input names into the Banner system	
Set date for Spring Transfer day	
Advertise (about WVU-P)	
Make follow-up phone calls to the students (qualify interest)	
Maintain a consistent and regularly scheduled presence at WSCC to assist prospective students with the transfer process	
Request names of sophomore classes at WSCC	
Mail invitations to Transfer Day prospects	

Responsibility:

Budget:

Postage	
Phone Calls/Emails	
Paper	
Costs of Lists	
Other:	
Total:	

Evaluation/Assessment:
Weekly evaluation of the communication process and monitor new applications to determine if any names from this database complete and application.

Action:
Create a Monthly Calendar of Events for Planning Purposes

Supporting Goal:
5. Fortify relationships between Admissions personnel and Student/Academic Affairs organizations to support enrollment management goals.

Supporting Key Strategy: Establish an organizational structure for recruitment that ensures adequate staffing, authority, responsibility, and accountability for achieving enrollment goals.	
Objective(s): To create a calendar of recruitment, admissions, and special events to guide the activities of the Office of Admissions/Enrollment Management, along with projected resources needed.	
Description/ Explanation: This calendar will cover a twelve-month period and will include all those activities that are imperative for a successful intake of new students, from the recruitment process to the enrollment process. In order for the Office of Admissions/Enrollment Management to work effectively and efficiently, there must be a structured and time sensitive plan of work in order to sufficiently meet enrollment goals, and prepare for dissemination of materials.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Create 12-month Calendar	
Share calendar with Executive Enrollment Management Committee	
Edit Calendar	
Distribute Calendar	
Responsibility: Office of Enrollment, Special Events Coordinator, Career Services, Marketing	
Budget:	
	Total:
Evaluation/Assessment: Closely monitor the planning/completion of tasks weekly and monthly.	

Goal 6 Actionable Items

Action: Establish Recruitment Territories with Goals	
Supporting Goal: 6. Review/Revise policies and procedures related to Enrollment, Recruitment, Retention, and Academic/Student Affairs bi-annually.	
Supporting Key Strategy: Generate a sufficient number of inquiries of the right type and mix to achieve enrollment goals. The inquiry program will include student-initiated contact, student referrals, travel inquiries, and all forms of solicited inquiries.	
Objective(s): Develop and implement statewide goals and objectives for managing the recruitment efforts across the state. The goals are to increase current outreach to all students within the state. Increase awareness to West Virginians of “RIVER HAWK” potential and how it can be a win-win situation for WVU-P and West Virginia.	
Description/ Explanation: This is a great opportunity to capitalize on the momentum of WV INVESTS while strengthening WVU-P’s presence in services areas and creating consistency with which Admissions Counselor is responsible for a particular area. This Action Item makes the line of communication straightforward between outside stakeholders and Admissions/Enrollment Management staff.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Identify all high schools and community colleges within WVU-P SERVICE AREA of the state	
Determine SERVICE AREA regions for counselors and make assignments to cover the entire state for special events etc.	
Compare and develop recruitment calendar to the past 2 years	
Contact all locations to confirm dates and times of events	
Develop a summary form to evaluate the success of each event	
Responsibility: Office of Enrollment Management, Enrollment Management Taskforce	
Budget: Event Fees, Travel, Lodging, Promotional Materials (Giveaways), Print Costs	
Event Fees	
Travel	
Lodging	
Promotional Materials (Giveaways)	
Print Costs	
Other:	
	Total:
Evaluation/Assessment: Level of interest from targeted community and attendance of workshops. Community feedback on the workshop benefits. Monitor the summary sheets turned in from each event. Evaluate territories and yield annually at minimum.	

Action: Training Admissions/Enrollment Management Staff	
Supporting Goal: 6. Review/Revise policies and procedures related to Enrollment, Recruitment, Retention, and Academic/Student Affairs annually.	
Supporting Key Strategy: Design and conduct an ongoing program of staff development/training and foster recruitment and admissions climate that is goals-oriented, rewards achievement, and provides an opportunity for professional growth and development by individual staff.	
Objective(s): To train admissions staff in office process and current admissions and recruitment trends.	
Description/ Explanation: It is imperative that the admissions/enrollment management staff receives proper training in all office processes including, transcript evaluation; letter flow; data entry; SCT Banner; etc. Admissions/Enrollment Management staff members must also be kept up-to-date on the latest technology and processes which affects the admissions process on the national level. Counselors should receive training in “sales” along with regularly scheduled and structured training sessions with all academic departments to understand the departmental missions, goals, and “selling points.” Memberships in professional organizations and attendance at professional meetings is imperative as well as interacting with their colleagues throughout the state.	
<u>Implementation Schedule/Timeline</u>	
Task	Completion Date
Hold admissions staff retreat	
Organized, structured training for new staff	
Join appropriate professional organizations	
Attend appropriate professional meetings	
Schedule regular meetings with members of each department to share updates on programs and staffing for both parties.	
Responsibility: Office of Enrollment	
Budget: Travel, lodging, membership dues, training registration fees	
Travel	
Lodging	
Membership Dues	
Training Registration Fees	
Other:	
	Total:
Evaluation/Assessment: More efficient workers and track completion of tasks by establishing goals and monitoring the progress towards meeting goals.	

Action: Participate in Customer Service and Professional Development for Admissions/Enrollment Staff	
Supporting Goal: 6. Review/Revise policies and procedures related to Enrollment, Recruitment, Retention, and Academic/Student Affairs annually.	
Supporting Key Strategy: Design and conduct an ongoing program of staff development/training and foster recruitment and admissions climate that is goals-oriented, rewards achievement, is physically attractive, and provides an opportunity for professional growth and development by individual staff.	
Objective(s): Participate/Attend Professional Development related to Admissions, Recruitment, and Customer Service	
Description/ Explanation: Seek out and attend workshops and trainings that target a customer-service based approach to higher education.	
Implementation Schedule/Timeline TBA	
Task	Completion Date
TBA	
Responsibility: Office of Enrollment Management/Admissions	
Budget:	
Postage	
Phone Calls/Emails	
Paper	
Costs of Lists	
Other:	
	Total:
Evaluation/Assessment:	

APPENDIX B

WVU-P Recruitment Enrollment Management Initiatives

ITEM	TIMEFRAME	COMMENTS
Regular Enrollment Management Committee Meetings	OCTOBER 2019 - Ongoing	Weekly meetings scheduled with cross-departmental representation to facilitate process flow and communications, as well as increasing service levels to constituents.
Engagement of prospects/applicants/students using multiple communications channels to include mobile applications.	FALL 2019	Initiated new communication plans to include more frequent/targeted marketing, constant contact emails, and text messaging/mobile device engagement. Also tracking success metrics for each.
Direct Recruitment/Admissions efforts covering ALL constituents, as well as ongoing yield evaluations.	Summer 2020	Develop better analysis for Recruitment by breaking efforts down into smaller constituent populations as well as constantly checking performance and results.
Increase use of technology and revised workflows to maximize effectiveness.	Summer 2020	Ongoing evaluation of systems and platforms; develop new data collection and validation processes.
Reinvigorate recruiting efforts via regional outreach	FALL 2019- Ongoing	Admissions/Enrollment Management assigned vehicles, 75% on the road recruiting, put recruiting calendars on line to publicize, reinstitute virtual tours of campus
Revisions to campus communication plans	SPRING 2020- Ongoing	Managing this via Enrollment Management Committee and cross-departmentally. Directing efforts toward effective communications to prospects/applicants/students/parents by engaging via multiple platforms (workshops, phone campaigns, email constant contact, text messaging, social media, and mobile apps). Have created Ad-Hoc Communications Committee to manage consistency and methodologies in campus communications and to avoid information inconsistencies and over-saturation.
Use of Social Media Platforms for Student Communications	July 2020 - Ongoing	Expand all communication plans to use social media as well as text messaging as primary means to reach students, with follow up via email. Metrics developed to determine success rates of outreach campaigns. Partnership with Marketing and Experiential Learning Program to meet staffing needs for Social Media initiatives.

Accelerated onboarding processes to include use of CRM software.	Fall 2019- Spring 2020	See above; currently revising and reevaluating Departmental workflows.
Revamp territories to maximize admissions yields.	Fall 2019 Start, evaluations each semester based on actual yields.	1st evaluation of territories; yield analysis in process to determine subsequent changes/adjustment. This is now an ongoing process rather than static.
Simplify registration clearance/completion processes	SPRING 2020- Ongoing	Multi-phase project. Will involve moving registration processes/targets earlier to establish larger windows. Also changing Campus culture to a more proactive stance. Will need to involve WVU-P community collectively in this effort.
Streamlined Financial Aid Communication processes	SPRING 2020- Ongoing	Maximizing FAFSA timelines (process earlier in Admissions/Registration cycles). Packaged “Expected Aid” letters sent in Late Fall/Early Spring. Will transmit more frequently as well as reconcile and drawdown. Financial Aid processes accelerated to allow for earlier production of student awards and award letters.
Proactive advising processes with focus on retention management.	Fall 2020- Ongoing	Working with the Provost to establish an effective plan for advising, retention, and College 101. Also pursuing technology to supplement efforts and developing better indicators for a Retention Alert program. (ASAP Replication and Early Alert Training)
Expanded Course Offerings	Fall 2020	Two years of course offerings available at any time, rather than semester-to-semester, which enhances early onboarding efforts. Students have a larger range of offerings available to review, as well as the option for applicants to have greater choices of entry terms.
Expanding Student Funding Opportunities	Fall 2018 - Ongoing	Evaluating/processing several MOU's designed to provide financial assistance for various student populations. These include WV INVESTS, WORK FORCE WV and others, with planned rollouts for Fall 2020 incoming class.
Engagement of community and state based programs such as WV CLIMB and Continuing Ed as part of recruitment efforts.	Fall 2020- Ongoing	Increase already apparent in WV INVESTS from prior year; will need to set up subsequent plan of engagement for Lifelong Learning/Continuing Education/Workforce Development.

Develop and offer Enrollment Management and Financial Literacy workshops scheduled at regular intervals throughout the academic year and beyond.	Fall 2020- Ongoing	Will coordinate lectures with each COLL 101 section. Will have subsequent workshops scheduled and resourced at regular intervals throughout academic year for WVU-P community, offering workshops both at the Main Campus, the JCC Campus and in the communities of our outlying Service Counties.
Improve Admissions Notification processes for generally admitted students.	Spring 2020- Ongoing	Develop Admissions Acceptance "Package" to make acceptance to WVUP more exciting and celebratory, complete with acceptance letter, small promotional Working Title: "WVU-P First" item, information about intake, orientation, and FAFSA or Expected Aid information.
Increased Recruitment efforts and enrollment of ongoing online programs	Spring 2020- Ongoing	Developing strategic plan with focus on expanding online/distance learning initiatives and engagements. Part of the engagement will be directed toward potential students outside of the WVU-P's 60-mile recruitment radius as well as Internationally. The adoption of more of a "Brick and Click" Hybrid approach toward online offerings would also be prevalent. A discussion about making processes and services more "online friendly" will need to occur in the planning phase. And market research on how to reach interested distance learners will be needed.
Increase New Student Orientation Sessions	Spring 2020 Start - Ongoing	Collaborate with the responsible offices for Orientation to revamp current orientation structure to provide earlier sessions (April timeframe) and more frequently. This will encompass registration familiarization with student resources and anything above basic onboarding.
Increased Recruitment Focus on Previous Students	Spring 2020 Start - Ongoing	Addressing stop-out student population to try to entice to return to complete program. Working with Business Office on expanded payment plan options, as well as evaluation of academic program completion.
Collaboration with WVU-P Online Programs	FALL 2020 Start - Ongoing	Working with Online Program Coordinators to enhance student enrollment
Target "Transfer-Back" students	FALL 2020- Ongoing	Target and create a campaign specifically for students who may leave and stop-out form a larger institutions.