

# Newberry College

Office of Enrollment Management  
Recruitment Plan 2010-11

Revised January 31, 2011

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## **Introduction**

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The following recruitment plan comprehensively describes the strategies and tactics used to support the recruitment of students for the Newberry College 2010-2011 academic year. As such, it is a working document, to reflect market changes and our response to them. We will continually compare these goals and strategies to our outcomes and therefore make any necessary adjustments.

## **Our Mission**

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Newberry College challenges and nurtures students for lifetimes of service and leadership through intellectual transformation, social development, a culture of physical well-being, and spiritual growth by providing a Christian education in the Lutheran Tradition.

## **Commitment to Excellence**

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Our commitment to excellence serves as a strong foundation for recruitment efforts for this year and the years to come. Each commitment outlined below is based on the following objective ingredients:

1. Customer Service
2. Personal and Corporate Responsibility
3. Professionalism
4. Positivity
5. Teamwork
6. Visibility
7. Effective Marketing

### **Customer Service**

One of our strengths as a College is an intimate community that offers a high degree of personal touch. This is evidenced by the establishment of personal connections internally and externally. We will initiate meaningful interactions with our students, families, our colleagues and our local community. This includes personalization in school visits, counselor calls, high school visits, college fairs, written communications and follow-up.

### **Personal and Corporate Responsibility**

Responsibility is defined by many things such as efficiency, response time, adherence to set standards, assertiveness, the number of productive student contacts, visibility of communication flow, and initiative. Ultimate responsibility will be evidenced by an ownership of our choices and the production of positive outcomes. Each employee will be given specific goals in the areas of professional development and recruitment. The ability to meet those goals directly reflects motivation and time management; therefore we will address these with intentionality.

### **Professionalism**

Professionalism encompasses our dress, our communication and our conduct. Out of respect for the environment in which we work as well as those who work within it, we must portray an image of the College that is both positive and respectful. This is done by the professional way in which we dress, speak and conduct ourselves. To demonstrate our professionalism, we will dress in our

Newberry business attire on and off campus during special events and maintain a positive attitude at all times.

### **Positivity**

We believe in the power of each individual to shape their circumstances and results through the simplicity of a positive outlook and determination to overcome obstacles. Difficulties are inevitable, but the ability to solve problems and collaborate with other teams and resources cannot be overlooked. A negative outlook can destroy motivation, confidence and cooperation among our team. It is our expectation that each member of the Enrollment Management team strive to maintain a positive outlook when communicating with others while, at the same time, weighing carefully the benefits and risks of every action in order to initiate improvements.

### **Teamwork**

We will offer our best to those around us. Working as a team means that we will rely on each other, trusting that we will each perform both our duties and utilize our strengths for the good of the group. It includes taking responsibility for our actions and for our feelings, communicating what is true, what builds up our team members, and reflects a positive attitude. Criticism must be handled with care, but should be delivered truthfully with the goal of resolution. Any complaints, questions or concerns that stem from the desire to improve ourselves and our services may and should be communicated! If there is a conflict or misunderstanding between members of our team, it should be addressed. No complaints will be entertained unless it has first been discussed without resolution between the parties involved. At that time, the matter must be taken to a supervisor without including other persons in the matter.

### **Visibility**

The key to success in our target market will be how we are perceived, how recognizable we are, and our reputation. Transparency in all that we do and plan to do as well as the publication of our achievements and our failures is an important part of creating collaboration and thus inviting more ideas, resources and accountability. While it may seem threatening to our sense of departmental control, it is a vital and strategic way to market ourselves while incorporating as many resources as possible. Internally, this means a close working relationship with advising, athletics, student development, housing, the Registrar's Office and Business Affairs. Externally, this means initiating positive relationships with guidance counselors, our peer universities, transfer counselors and our community partners.

### **Effective Marketing**

We must find ways to discover and promote our institutional distinctiveness. The key ingredients include academic strengths, market analysis, competitive analysis and enrollment data. We are contracting consultant firms to assist Newberry College in determining our institutional distinctiveness and begin our strategic planning process.

## **Conduct Commitment**

### **I WILL TRY TO MAKE EACH CO-WORKER'S DAY BETTER BECAUSE OF THEIR CONTACT WITH ME.**

Life is short, and we should each do all we can to treat others as we would want them to treat us. Willing cooperation with other team members asking for help, looking for information, or trying to find the right way to complete an action is imperative. Something you are doing may make it harder for another to do work. A compromise may make everyone more productive.

### **I WILL BE CORDIAL AND POSITIVE IN MY RELATIONS WITH MY CO-WORKERS.**

Positive attitudes are infectious. A smile will go much farther than grudging assent. We all appreciate compliments. Even fast food workers say "please" and "thank you". We're certainly not all the same, but we can all be respectful of one another. At the same time, we don't all necessarily agree on a given way of doing things. Don't let disagreement turn into animosity.

### **I WILL NOT COMPLAIN, EXCEPT TO MY SUPERVISOR.**

I don't expect each of you to be perfectly satisfied with all you see while you are working. I do want you to bring to your supervisor's attention those things that don't seem right or that don't seem smart to do. If the supervisor's explanation is not satisfactory, go up the supervisory chain. Remember, however, that employment contracts are not the same for everyone, nor should you expect that they be. Some of you are salaried, some are paid hourly. Your hours all vary. Generally speaking, it is inappropriate to discuss pay and work hours of others, as those are a supervisor's responsibility. Focus on what YOU do, not on what others are doing.

### **I WILL NOT GOSSIP ABOUT OTHER MEMBERS OF THE COLLEGE STUDENT BODY, STAFF OR FACULTY.**

While gossip is a human tendency, it is not a human right. Negative comments about others, whether based in fact or not, spread like a cancer and can be the most destructive of unprofessional office behavior. If you don't have something good to say about someone, say nothing.

### **I WILL TAKE ANY CRITICISM OF A CO-WORKER DIRECTLY TO THAT PERSON.**

No one is perfect. If something a co-worker is doing bothers you enough to talk about it, figure out how to approach that person and express your concern. Do it privately and respectfully, and you will be surprised at the positive response it brings. If the response isn't satisfactory, bring it to your supervisor.

# Recruitment Strategies

## Recruiting Territories

Counselor	State	SC Counties	Program Liaison	Athletic Liaison
<b>Steve Evans</b>	*Delaware District of Columbia - DC Louisiana - LA Maine - ME *Maryland - MD Massachusetts - MA Michigan - MI Minnesota - MD Mississippi - MS *New Jersey - NJ *New York - NY *South Carolina - SC	Calhoun Cherokee Chester Chesterfield Darlington Fairfield Kershaw Lancaster Lee Marlboro Richland Sumter Union York	Business Administration	Men's Basketball Wrestling
<b>Tonya Jeter</b>	*Florida - FL *South Carolina - SC Texas - TX Utah - UT Vermont - VT Washington - WA West Virginia - WV Wisconsin - WI Wyoming - WY	Newberry	Biology Chemistry Forensic Chemistry	Women's Basketball Football Softball
<b>Whitney Moore</b>	*Indiana - IN *Kentucky - KY Missouri - MO Montana - MT Nebraska - NE Nevada - NV New Hampshire - NH New Mexico - NM Rhode Island - RI *South Carolina - SC *Tennessee - TN	Abbeville Aiken Allendale Anderson Barnwell Edgefield Greenwood Lexington McCormick Saluda	Education ECE Adult Students Lutheran Students	M/W Tennis M/W Cross Country Volleyball

## Territories Cont'd...

Counselor	State	SC Counties	Program Liaison	Athletic Liaison
<b>Elizabeth Shuler</b>	*Alabama – AL Alaska – AK Arizona – AZ Arkansas – AR California – CA Colorado – CO Connecticut – CT *North Carolina – NC North Dakota – ND *Ohio – OH *South Carolina - SC	Bamberg Beaufort Berkley Charleston Clarendon Colleton Dillon Dorchester Florence Georgetown Hampton Horry Jasper Marion Orangeburg Williamsburg	Nursing	Baseball Cheerleading M/W Golf
<b>Zach Woods</b>	*Georgia – GA Hawaii – HI Idaho – ID Illinois – IL Iowa – IA Kansas – KS Oklahoma – OK Oregon – OR Pennsylvania – PA *South Carolina - SC South Dakota – SD Virginia – VA	Greenville Laurens Oconee Pickens Spartanburg	Music	M/W Soccer
<b>*Actively Recruiting</b>				

## **Campus Visits**

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Campus visits are an integral part of recruiting potential students to the College. This allows us to showcase our campus and resources. Requests are generally completed on our website electronically. The student receives an automatic reply confirming the date and time of their visit.

- To ensure a successful and productive visit, contact the student by phone or email to determine the expectations of the visit.
  - Are they interested in meeting a professor?
  - Would they like to attend a class?
  - Have lunch with a student?
- Ensure the visit is on the main calendar.
- Provide instructions to your visit regarding parking on campus and how to obtain a parking pass.
- If the visit is an applicant, review their information in Jenzabar prior to the visit.
  - Complete the core worksheet if transcript is available
  - Complete the FA Estimator
  - Show the student and parent(s) you're prepared for their visit
- Please try to schedule campus visits when you are in the office.
- If you schedule a visit for a large group of students, make sure our Special Events and Training Coordinator is aware of the visit. Assistance will be needed to provide a program for a large group.
- Dress professionally, wear your name badge and display a love and enthusiasm for NC!
- Follow-up with your student (or Guidance Counselor, if a large group)
  - Mail a NC card with envelope
  - Mail a NC postcard
  - Email prospect

## **On Campus Events**

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Each year we offer special events on campus for students to learn more about NC. These events are vital to the recruitment and retention of prospective students. Our team is committed to working these events.

- Notify and encourage your students to participate in the events
- Our team will assist with the set-up and execution of the events
- Be prepared to answer questions and provide detailed information about our programs, student life, athletics, etc.
- Dress in your Newberry business attire as determined prior to the event and wear your name badge
- Follow-up with your students by personal note, postcard or email

## **Travel**

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We will utilize travel to increase personalization, build our inquiry pool and create name recognition in our primary and secondary markets. Through the various types of travel discussed, we hope to create individual relationships with potential students seeking to complete an education while helping them to see the benefit of a private, liberal arts education. Our most important travel will be to high schools (public and private) and community colleges. We will attend high school fairs, college expos and career fairs.

## **Preparing for Travel**

Notification of events comes from the sponsoring agency. It may be a high school guidance counselor, a civic organization, a two-year college administrator, or something/someone similar. It should give the objectives of the Fair, the time and date, and the number of students expected to attend.

Counselors should weigh each invitation carefully. Some criteria to consider regarding attendance:

- How many of our targeted (Life eligible) students are likely to be present? Check the High School Report Card to determine what percentage of students is eligible. If less than 15%, your attendance may not be worthwhile.
- Relationship with high school counselors of the affected high schools. Our attendance may be viewed as a measure of support for a school that has produced prospects for us, so the decision may be complicated by that issue.
- For transfer fairs, the most productive are those that occur early in the semester.

## **Priming the Pump**

Notify key influencers and students in high schools you have already visited that you will be at the fair. Include on the list:

- Scholar leaders
- Students who have requested more info about the college
- Guidance counselors
- Teacher Cadet Teachers
- Band or Choral Directors

## **Getting Your Game On**

- Ensure that the sponsor has your RSVP
- Put in a travel request the same way you do for any travel
- Make the appropriate reservations
- Wear Newberry business attire and nametag
- Ensure you have directions and a phone number for a point of contact
- Find the appropriate parking
- As you check-in, please introduce yourself to the school or business representative and thank them for the invitation.
- Set-up needs to be completed 15 minutes prior to the start time
- Find a display table that puts you in the best comparative light if the option is available
  - Ed Ops will tell you where to set up, normally by alphabet
- Set-up your display table based upon the type of event
- Prior to the start time, take a moment to introduce yourself to the other recruiters. Learn what you can about their programs, services and strategies. Pay compliments where they are due.
- During the event, engagement with each student should be diligently attempted.
  - Prepare for common questions
  - Have business cards ready to hand out
  - Be prepared to take notes on specific individuals who may be hot prospects

- Make sure you offer something to each person; information, advice, direction or encouragement
- Any student who engages in a dialog with you should complete a prospect card.

### **Following Up**

- Follow-up with personal notes, postcards or emails
- Send a note to the host, thanking them or offering suggestions
- Complete an evaluation of the event to determine whether it was worth the effort or whether it could be improved
- Collect and enter all prospect cards in Jenzabar

### **Advertising**

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We will use advertising to generate name recognition, create inquiries, emphasize our strong academic programs and cost effective financial aid programs, and teach the importance of a private, liberal arts education. Our primary goal will be to create a strategic marketing plan in conjunction with our Marketing Department.

### **Publications**

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We will utilize publications to increase our inquiry pool, to create name recognition with quality, and to inform potential students of our majors and specific academic offerings. Our publications will be redesigned upon the development of a “new brand” for Newberry College.

We have numerous publications for our College. We have a quick guide for the majority of our degree programs, a comprehensive Admissions brochure, a Student Services booklet and “A Day in the Life” brochure to depict the typical day of a Newberry College student. Our primary goal is to design a view book of the College for potential students and their families.

Our typical education fair setup is pictured below with our publications layout.



## **Packing List for Events**

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It will be the responsibility of each recruiter to pre-pack suitcases for off-campus events and determine whether additional supplies or marketing materials are necessary. The manner in which we present the school and our ability to properly and effectively market ourselves is determined to a large degree by the resources at hand, therefore it is imperative that all exercise the upmost diligence in this area.

### **Generic Fairs and Special Events**

- NC red tablecloth (avoid wrinkles)
- NC display board
- NC red suitcase
- Prospect Cards
- Your NC name tag
- NC giveaways
- NC Pens and/or pencils
- NC cup/mug for holding pens
- NC candy bucket and candy
- Business cards
- Business card holder
- Brochure holder(s)
- Admissions brochures
- Day in the Life Brochures
- Major Brochures (do your research before you go....this will allow you to locate the most popular major(s) of the school(s) you will be attending.)

### **Ed OP Fairs**

- NC red tablecloth (avoid wrinkles)
- NC display board
- NC red suitcase
- Prospect Cards
- Your NC name tag
- NC Pencils (Do NOT give these away at Ed Ops just use for prospect cards)
- NC cup/mug for holding pencils
- Business cards
- Business card holder
- Brochure holder(s)
- Admissions brochures
- Day in the Life Brochures
- Major Brochures (do your research before you go....this will allow you to locate the most popular major(s) of the school(s) you will be attending.)

## **Newberry Business Attire**

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### **Event Attire**

- Dress for all recruitment events, whether it is on campus or off, is business attire in the school colors; black, gray or scarlet. For recruitment fairs, this may include a suit in school colors with a white button-down shirt. You may choose to wear black or gray pants or skirts with shirts provided for recruitment. Nametags must be worn at all events. For events held on campus, dress should be uniform and will be determined in advanced.

### **Office Attire**

- We represent Newberry College everyday and everywhere! For that reason, professional and modest attire must be worn at all times. Generally speaking, our clothes should suggest an attitude of pride in our school and our profession.

### **Support Functions**

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We will utilize support functions to increase personalization with students by involving our own students, alumni, faculty and staff in our recruiting efforts. We are beginning to foster a relationship with the faculty and explore recruiting possibilities in which they can lead or assist our team.

### **Follow-up Systems**

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We will utilize follow up systems to ensure that our prospective students are communicated with on a regular basis and that all we do through our communication flow is timely and thorough.

# Communication Flow

## Jenzabar Prospect Entry (Entry of prospect cards)

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1. Check if the prospect already exists in the database.
2. Click the hand icon, which is the quick name entry.
  - a. You can also access by selecting task, candidates and quick name entry
3. Enter the Information
  - a. Name: Last, First and Middle names.
  - b. Ensure the address code is LHP.
  - c. Enter email (only if you are certain of the address)
  - d. Enter gender
  - e. Enter the address (Code LHP)
  - f. Enter the **home** telephone number
  - g. Enter the country (US)
  - h. Enter the county (use your county list)
  - i. Click save
  - j. Exit out of Quick Entry
4. Open the Maintain Candidacy
  - a. Rt. Click on the search and select previous name
  - b. Enter preferred name
  - c. Enter cell number (if provided)
  - d. Enter DOB (if provided)
  - e. Enter responsible counselor
  - f. Enter graduation year (most will be 2010-2011)
  - g. Enter Source Type (ED OP etc.)
  - h. Under Candidacy tab
    - i. Enter the program (select Undecided if not provided)
    - ii. Enter the year (2011-2012)
    - iii. Enter the term (Fall)
    - iv. Enter full-time status
    - v. Enter type of Candidacy (freshman or transfer)
    - vi. Enter department (undergraduate)
    - vii. Enter **stage (Most will be Prospect HS Senior, Prospect Transfer, etc.)**
  - i. Under Attributes tab
    - i. Enter attribute (if provided)
  - j. Save and exit

## Freshmen Communication Flow

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### Stage: Prospect

- Day 1 Email from counselor
- Day 3 Information Packet:
  - Letter
  - A Day in the Life brochure
  - Financial Aid brochure
  - Admissions brochure
  - \*All of the brochures will be replaced with a view book
- Day 7 Campus visit post card
- Day 12 Inquiry phone call from counselor
- Day 15 Email from counselor
- Day 21 Email from Julie Nelson
- Monthly newsletter
- **To Do List:** Every three weeks

### Stage: Applicant

- Day 1 Email from counselor
- Day 3 Letter from SGA,
  - Campus Events magnet
  - Advising 101 Worksheet
- Day 10 Counselor will mail campus visit postcard if student has not visited
- Day 15 Letter from Department Chair
- Monthly newsletter
- T-shirt when on campus
- **To Do List:** Weekly Contact

### Stage: Admit

- Day 1 Admit Packet
  - Acceptance Letter
  - Give Away
- Day 3 Email from counselor
- Day 6 Letter from Financial Aid
- **To Do List:** Bi-weekly contact

### Stage: Deposit Paid

- Day 1 Letter and gift from Counselor
- Day 3 Postcard and email from Orientation
- Day 6 Email from Residence Life
- Day 12 Student Life Brochure
- **To Do List:** Every three weeks

### Stage: Registered for Orientation

- Day 1 Confirmation email
- Day 3 Email with links
- **To Do List:** Bi-weekly contact

## Transfer Communication Flow

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### Stage: Prospect

- Day 1 Email from counselor
- Day 3 Information Packet
  - Letter from counselor
  - Transfer brochure
  - A Day in the Life brochure
  - Admissions brochure
  - \*All of the brochures will be replaced with a view book
- Day 7 Campus visit post card
- Day 12 Prospect phone call from counselor
- Day 15 Email from counselor
- Day 21 Email from Julie Nelson
- Monthly newsletter
- **To Do List:** Every three weeks
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### Stage: Applicant

- Day 1 Email from counselor
- Day 3 Letter from SGA
  - Campus Event magnet
- Day 10 Counselor will mail campus visit postcard if student has not visited
- Day 15 Letter from department chair
- Monthly newsletter
- T-shirt when on campus
- **To Do List:** Weekly Contact
- \*allow one week for transcript evaluation

### Stage: Admit

- Day 1 Admit packet:
  - Acceptance letter
  - Give Away
- Day 3 Email from counselor
- Day 6 Letter from Financial Aid
- **To Do List:** Bi-Weekly Contact

### Stage: Deposit Paid

- Day 1 Letter and gift from Counselor
- Day 3 Postcard and email from Orientation
- **To Do List:** Every three weeks

### Stage: Registered for Orientation

- Day 1 Confirmation email
- Day 3 Email with links
- **To Do List:** Bi-Weekly Contacts

## International Student Communication Flow

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### Status: Prospect

- Day 1 Email from counselor
- Monthly newsletter
- **To Do List:** Every three weeks

### Status: Applicant

- Transcripts evaluated from WES, proof of financial support and TOEFL
- Day 1 Email from counselor
- Day 3 Letter from DSO
  - Affidavit of support
- Day 15 Letter from department chair or Wayne Kannaday
- Monthly newsletter
- **To Do List:** Weekly Contact

### Status: Admit

- Day 1 Acceptance letter
- Day 3 Email from counselor and International Student Advisor
- Day 10 Student Life Brochure
- **To Do List:** Bi-Weekly contact

### Status: Deposit Paid

- Day 1 Email from Counselor
- Day 3 Email from Orientation
- Day 5 Letter from ISA and I-20
- **To Do List:** Every three weeks

### Status: Registered for Orientation

- Day 1 Confirmation email
- Day 3 Email with links
- **To Do List:** Bi-Weekly Contacts