

# CENTRAL CHRISTIAN COLLEGE OF KANSAS

Christ-Centered Education for Character



## Residential Strategic Enrollment Management Plan

Recruit, Connect, Persist, Launch

2019-2022



**127**  
CENTRAL 5K

**93**  
CENTRAL 5K

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# Executive Summary

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This report serves as an overview of the residential enrollment strategies and goals for Central Christian College of Kansas that provide a framework and a guide for decision making at every level of enrollment management.

The purpose of the Residential Strategic Enrollment Management Plan (RSEMP) is to create a framework for the College to fulfill the goals and objectives as outlined in the strategic plan. To achieve this we have developed an approach focusing on improvement through the stages of enrollment. This will allow us to simultaneously enhance the processes, procedures, and student experiences in all aspects of enrollment management. This provides a framework for the goals and data driven strategies. Which in turn, will allow the college to meet the key performance indicators as defined in the Strategic Plan.

The stages of enrollment as defined by this report:

## **Recruit**

Identify and encourage prospective students to apply and complete the entry process, moving them from prospect to deposit.

## **Connect**

Move students from acceptance to completion of the first semester of enrollment.

## **Retain**

Move students from the first semester of enrollment to completion of 60 credits.

## **Launch**

Move students from completion of 60 credits to graduation and vocational procurement (i.e. military, graduate school, jobs, service, etc.).

# Introduction

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Building on the foundations laid out in the Strategic Plan, this Residential Strategic Enrollment Management Plan (RSEMP) is a three-year plan specifically targeting residential enrollment. This document aligns with the Strategic Plan and is designed to amplify the recruitment, retention, persistence, and completion goals articulated in the Strategic Plan. As such this document provides an informed mechanism for deploying support and resources designed to enhance student recruitment, retention, persistence, and completion by recognizing four discrete, yet connected phases: Recruit, Connect, Persist, and Launch.

The RSEMP is a tool for the admissions office and is in alignment with the mission to provide a Christ-Centered Education for Character.

As is true for any dynamic document, the data and the plan set forth herein are in a continuous state of flux. As such, this plan codifies a design that will require revision and refinement as the needs of the institution and the results of the data provide greater depth & clarity. Being an organic plan, the current operational structure may illustrate minor and significant adjustments from what is articulated herein.

The intent of all Strategic Enrollment Management initiatives is to provide efficient and effective operations, leading toward improved retention and persistence of students at the College. Data informs these initiatives, ensuring that program oversight receives timely and relevant input.

Student retention and persistence is an ongoing concern of nearly every institution intent on offering a quality education experience. As such, the College utilizes a comprehensive tracking system (included in the Data Book) to record and provide longitudinal data. Annual data tracking helps inform goal setting and assess programmatic success.

The purpose of the tracking of this data, other than for the purposes of assessing budgetary projections, is to determine trends within certain subcategories; evaluating when a student may choose to end their CCKK experience prior to the receiving of a degree and in what category we often find those students.

As such, this document is a representation of the synergistic energies of a campus culture dedicated to student success and the advancement of its mission.

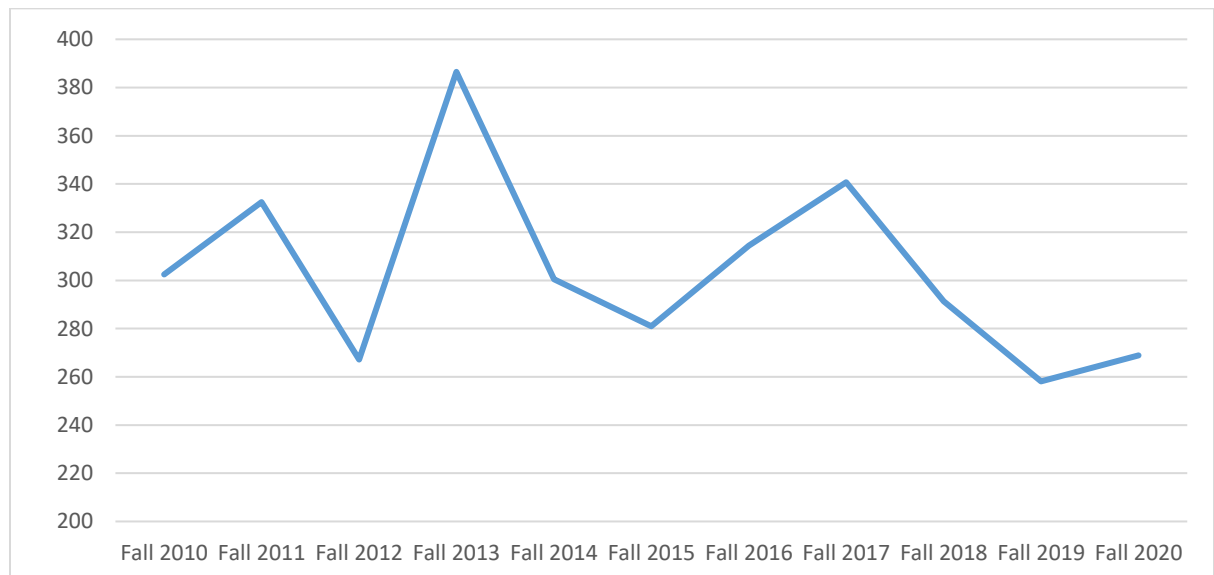
# Enrollment History

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Although the RSEMP focuses on residential enrollment management it is important to analyze the comprehensive enrollment data to understand the role residential students hold.

CCKC's enrollment for the last ten years has averaged 710 of full-time equivalency (FTE) students. While the average of residential FTE has been 303. With the highest residential enrollment year being 2013 with over 385 students. (Central Christian College of Kansas, 2020)

**Figure 1: Ten Year SAS Enrollment History FTE**



Over the 10 year history,

- Not only were 2013 and 2017 were the highest residential enrollment years in the last decade they are the highest on record.
- Residential enrollment has remained stable averaging 303 students.
- There was a 4% enrollment increase in residential students from 2019 to 2020.

# Enrollment Outcomes

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As with any other institution there are key populations that directly contribute to the success of reaching the desired outcomes for enrollment. Our primary populations are:

- First-Time, Full-time Freshman (FTFT)  
*Affect: By increasing the top of the funnel, the potential for sustained growth through retention, persistence, completion, and achievement is increased.*
- Transfer and Spring Enrollments  
*Affect: Enhancing targeted recruitment of transfer and spring students will offset attrition.*

The three key factors influencing CCKC currently are:

- Increase Retention, Persistence, and Completion  
*Affect: Each of these indicators would lead to a corresponding increase in revenue*
- Redistribute Aid  
*Affect: Reallocating aid resources to allow for retention focused distribution could positively affect at-risk or underrepresented populations as the result of low socio-economic resourcing or unforeseen life events.*
- Balance Student Demographic Enrollment  
*Affect: Reallocating aid resources to allow for retention focused distribution could positively affect at-risk or underrepresented populations as the result of low socio-economic resourcing or unforeseen life events.*

## Desired Outcomes

There are three overarching goals of the RSEMP,

- Stabilize freshmen enrollment numbers in alignment with retention and persistence data, in order to obtain a residential enrollment above 325 over the next three years.
- Shift the recruitment and enrollment culture to an institutional-wide perspective that emphasizes collaboration, coordination, transparency, and data-driven decision making.
- Achieve retention, persistence, and completion rates to position CCKC to meet and exceed KICA and AFMEI institutions.

# Challenges and Enrollment Impacts

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Other than general governance and execution of the specific aspects of this Strategic Enrollment Management Plan, there are other structural units that must be addressed. Each of these serve as a foundational component or a major influencer to the achievement of this plan. Failure to address these will prevent CCKK from achieving success in this initiative.

- Technology
- Financial Viability
- Marketing

In order for the College to achieve the outcomes articulated in this plan, coordination and continual monitoring of each of these critical points of engagement is necessary. Each provides essential support to the overall work of enrollment management.



# Technology

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In order to stay competitive it becomes imperative to have the tools needed to consistently increase efficiency and productivity. A lack of these resources will cause enrollment to suffer.

## Issues

- |   |                                |
|---|--------------------------------|
| • Without full access or functionality to (or a deeper training of) CAMS, shadow systems have emerged, leading to redundancies in prospective student outreach and diminished collaboration           | <b>In Progress</b>             |
| • Admissions related data and technology-related policies, procedures, and approvals were historically not a priority, resulting in the lack of a campus-wide approach to data and system governance. | <b>In Progress</b>             |
| • The current LMS is only available to the online students. This needs to expand to all students.   | <b>Completed<br/>Fall 2020</b> |

## Needed Modifications

- |   |                                       |
|---|---------------------------------------|
| • Deploy a centralized student CRM system to foster collaboration campus-wide to enhance recruitment, enrollment, and student success.    | <b>Pending Budget<br/>Allocations</b> |
| • Develop working groups to establish policies and procedures for system implementations and data use, and ensure compliance campus-wide. | <b>Completed<br/>Fall 2020</b>        |
| • Create a positive culture around the importance of data storage, utilization, evaluation, and review for all constituents.              | <b>Completed<br/>Fall 2020</b>        |
| • Launch of global LMS with integration into SIS.   | <b>Completed<br/>Fall 2020</b>        |

## Financial Viability

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Cost is consistently viewed as one of the primary barriers to entry any higher education institution. How the College leverages the resources at its disposal greatly influence the success of campus enrollment.

### Issues

- |   |                                |
|---|--------------------------------|
| • Cost and debt are primary concerns for students.  | <b>On Going</b>                |
| • With the transition to an athletics recruiting model, the residential discount rate rose by 20% from 2010. (CCCK, 2020) | <b>On Going</b>                |
| • Total net tuition revenue has decreased by \$2,000 since 2010. (CCCK, 2020)   | <b>On Going</b>                |
| • Scholarship and grant management is not a priority for current systems.   | <b>On Going</b>                |
| • Process for follow up with students with large outstanding balances is out of line with best practice.                  | <b>Completed<br/>Fall 2020</b> |

### Needed Modifications

- |  |                 |
|--|-----------------|
| • Review and adjust the institutional scholarship strategy to establish reasonable and enforceable caps that allow for an incremental shift to a retention-focused, need-based awarding model. | <b>On Going</b> |
| • Maintain a scholarship strategy that meets market expectations and aligns with institutional mission.  | <b>On Going</b> |
| • Reduce the levels of unmet need for enrolled students to support retention, persistence to graduation, and overall student success.  | <b>On Going</b> |
| • Launch a targeted retention grant program to increase cohort retention and graduation rates  | <b>Pending</b>  |

# Marketing

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Brand identity, consumer perception, and share of voice have a direct impact on enrollment and retention. Over the last five years the College has invested additional resources into brand development which has proven beneficial. However, there are areas that need to be addressed.

## Issues

- |   |   |
|---|---|
| • Prospective student marketing tends to be a one size-fits-all approach.   | <b>Adjusted Product Positioning<br/>Fall 2020</b> |
| • Central prominent branding focuses on Christian, with less emphases on academics, affordability, career, and character development.   | <b>On Going</b>                                   |
| • While CCKK is competitive and implementing industry best standards with unpaid social media exposure the cross channel marketing mix is lacking in print, promotions, personalized web content, and sponsored social media content. | <b>On Going</b>                                   |

## Needed Modifications

- |  |                    |
|--|--------------------|
| • Allocate resources to develop a stronger digital presence to help penetrate less traditional, more modern markets. | <b>In Progress</b> |
| • Provide customized scholarship information and financial aid opportunities.  | <b>In Progress</b> |
| • Share “success stories” of young alumni to emphasize the CCKK ROI.   | <b>In Progress</b> |
| • Increase social media to drive traffic to the CCKK website.  | <b>In Progress</b> |

# Methodology

## Tracking

The Admissions Report is provided by the admissions department weekly. This analyzes the previous five recruitment cycles data for the specific week in each cycle. It also lists the current funnel totals for the current recruitment year, the upcoming spring start, and the next cycle's statistics. The report also shows the breakdown of deposited students in the current cycle and three predictive model estimates.

**Figure 2: Admissions Weekly Report, December 02, 2020**

Recruiting Year	2015	2016	2017	2018	2019	2020	2021	Top 3 Year Average	Top Year	Worst Year			Spring 2021	2022
	11/24/2014	11/18/2015	12/01/2016	12/04/2017	11/19/2018	11/26/2019	12/02/2020						12/02/2021	12/02/2022
Total Applications	219	120	179	169	125	154	265	109	86	140			58	17
Application Drops	12	6	13			24	34						31	2
Applications Denied	0	1	0			0	0						0	0
Net Active Applications	168	168	188	183	94	80	123	-57	-65	29			8	10
Total Admits	39	10	26	10	31	50	108	93	82	77			19	5
Admit Drops	1	4	7	3		1	9						2	0
Net Active Admits	34	41	36	24	31	34	67	33	31	36			4	5
Total Deposits	4	9	25	39	10	15	32	8	7	22			13	0
Deposit Drops	0	0	0			0	4						4	0
Net Active Deposits	4	9	25	39	10	15	28	4	3	18			9	0
Enrolled	107	134	172	150	92	128								
Enrolled - F/Freshmen	81	97	130	113	63	98								
Enrolled - Transfers	22	33	39	34	25	28								
Enrolled - Prior returning	4	4	3	3	4	2								
Percent of Total Enrollment	4%	7%	15%	26%	11%	12%								
Enrollment	135	127	150	150	145	135	140	228.3	147.8	136				
Enrolled-Goal	-28	7	-22	0	53	7		12%						

\* Deposit Trend was most accurate in weeks 1-11, Admit Trend was most accurate in weeks 12-47, Deposit Trend

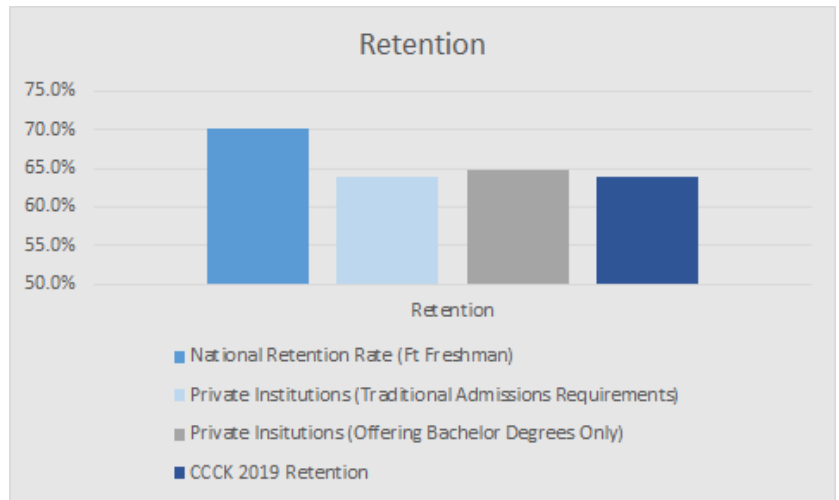
Since fall 2009, CCKC began assessing student's self-reported plans for return from the fall semester to the spring and from the spring to the fall. Each semester prior to the selection of courses for the following semester, CCKC administers an Intent to Return Survey (IRS) to the students. This self-reporting tool allows the College to gauge the probability that a student may or may not return to CCKC for the following semester or year. The information is compiled on a spreadsheet with the information divided into categories of Returning, Not Returning, Undecided and Graduating. The information is processed by the Student Life staff and disseminated to the faculty, coaches and advisors to explore what options are available to help the student remain for another term and persist on to graduation.

Furthermore, students whose intention is to leave CCKC prior to the completion of the undergraduate studies are asked to complete an "Exit Survey" in which they are asked to evaluate their experience as a student and to state their reasons for not persisting. The information gathered has helped to shape the persistence efforts.

## Measurable Benchmarks

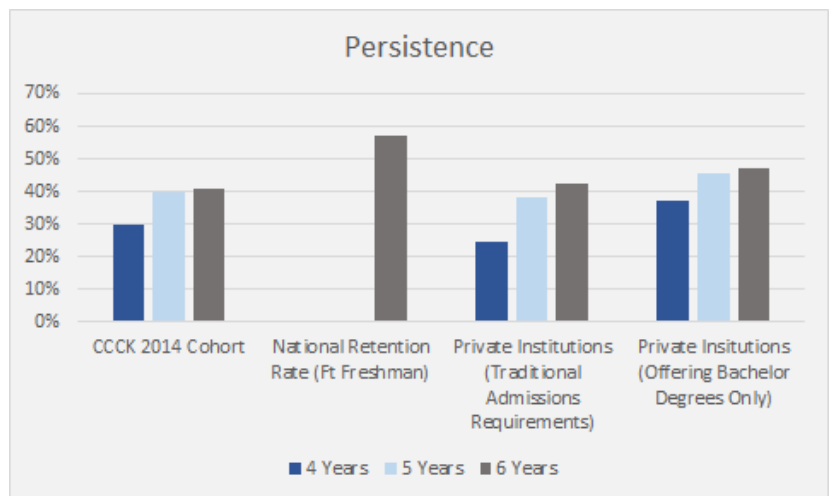
**Figure 3: Retention Rates Compared to Competitive Markets**

**Retention:** According to the National Collegiate Retention and Persistence-to-Degree Rates (College Board, 2015), the national retention rate for first-time/full-time students (2013 to 2014) for Private institutions with a BA/BS was 70.2% ( $M - N 249$ ;  $SD 19.3$ ). For private institutions with traditional admissions requirements, the rate was 64% ( $M - N 10$ ;  $SD 29.2$ ). When looking at private institutions only offering Bachelor degrees, the rate was 64.9% ( $M - 87$ ;  $SD 11.6$ ). Central's retention rate in 2019 was 64% (CCCK, 2020).



**Figure 4: Persistence Rates Compared to Competitive Markets**

**Persistence:** The most recent data demonstrates a persistence rate of 40% in six years (CCCK, 2020). This is significantly lower than the national average. According to National Collegiate Retention and Persistence-to-Degree Rates (College Board, 2015), the national persistence rate for private institutions with BA/BS was 57.2% ( $M - N 155$ ;  $SD 24.6$ ). For private institutions with traditional admissions requirements, the rate was 24.7% (4-years), 38.1% (5-years), and 42.3 % (6-years). When looking at private institutions only offering a Bachelor degrees, the rate was 37.0% (4-years), 45.3 (5-years), and 47.0% (6-years)



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# Residential Strategic Enrollment Management Plan Framework

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## Goals

### Recruit

#### **Prospecting:**

1. Invest In Additional Avenues For Names Buys
2. Identify Prospective Markets And Individuals, Tailoring Promotion Strategies
3. Engage And Expand Partnerships With Like-Minded Target Populations
4. Maintain A Strong, Consistent, And Accessible Web Presence

#### **Cultivating:**

5. Provide Strategic Communication to Inform Students
6. Provide Communications Via A Multi-Channel Approach
7. Create and Maintain Comprehensive Processes to Ensure Procedural Efficiency

### Connect

1. Establish a sense of community with newly admitted applicants
2. Identify admitted students who are most likely to matriculate
3. Leverage Admissions Counselors as specialists in developing individualized graduation action plan
4. Offer special registration days for newly admitted students
5. Work closely with other offices to assist newly admitted students

### Persist

1. Establish co-curricular and extra-curricular activities
2. Increase the number of students who register for the following semester prior to the conclusion of a semester
3. Streamline registration process for visiting students
4. Work closely with the College's Foundation to establish a continuously supported pool of emergency funds
5. Enhance student-facing self-service tools and technologies

### Launch

1. Conduct a comprehensive academic progress evaluation of students with 60+ college level credits to
2. Reach out to Stop-Outs with 45+ credits
3. Enhance Junior & Senior Seminar process to highlight vocational readiness.

# Recruit

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The objective of the Recruit phase is to identify and encourage prospective students to apply and complete the entry process, moving them from prospect to deposit.

## Goals

### Prospecting:

1. Invest In Additional Avenues For Names Buys
2. Identify Prospective Markets And Individuals, Tailoring Promotion Strategies Designed To Generate Interest In Enrollment
3. Engage And Expand Partnerships With Like-Minded Target Populations (E.G. Private High Schools, Home School Associations, CLT Users, Churches, Etc.)
4. Maintain A Strong, Consistent, And Accessible Web Presence

### Cultivating:

5. Provide Strategic Communication to Inform Students
  - Important Dates
  - Enrollment Opportunities
  - Next Steps
6. Provide Consistent Communications Via A Multi-Channel Approach
  - Text
  - Calls
  - School/Fairs
7. Create and Maintain Comprehensive Processes to Ensure Procedural Efficiency

## Strategy

### **Invest in Additional Avenues for Names Buys**

- Increase name sourcing partnerships from 1 platform to 3.
  - Target Date: September 2019 Completed Date: September 2019
    - NRCCUA
    - CLT
    - NCSAA
- Increase the number of prospects in the system to +15,000
  - Target Date: September 2019 Completed Date: September 2019
- Be accessed through Christian Connector, via the application, scholarships, and the Roadmap
  - Target Date: October 2019 Completed Date: October 2019



## **Identify Prospective Markets and Individuals, Tailoring Promotion Strategies Designed To Generate Interest in Enrollment**

- Source Tracking: Every contact maintained in a College operated database should include coding allowing the analyst the ability to determine the source, as well as other pertinent data points that can help evaluate the cost-benefit and return on investment.
  - Target Date: January 2021    Completed Date: In Progress
- Additional Goals found in the Marketing Plan Section

## **Engage and Expand Partnerships with Like-Minded Target Populations**

- Add 1 strategic partnerships with ministries & organizations
  - Target Date: September 2019    Completed Date: September 2019
    - Teens for Christ
- Utilize Christian College Fair Organizers (Blueprint, NACAC, etc.) to ensure that we are present at all College fairs in target states
  - Target Date: September 2019    Completed Date: September 2019
    - Teens for Christ
- Produce & release dual-enrollment resources to all accredited private High schools in Kansas
  - Target Date: July 2019    Completed Date: Postponed
- Develop and launch an enhanced transfer student web resources that centrally aggregates key resources
  - Target Date: July 2019    Completed Date: Pending
- Add 2 strategic partnerships with ministries & organizations (total of 3)
  - Target Date: May 2020    Completed Date: November 2019
    - Association of Free Methodist Educational Institutions (AFMEI)
    - National Christian School Athletic Association (NCSAA)
    - Teens for Christ (TFC)
  - Add 2 strategic partnerships with ministries & organizations (total of 5)
    - Target Date: May 2022    Completed Date: In Progress
      - Reno County Sabers
      - Hutchinson Community College

### **Maintain a Strong, Consistent, and Accessible Web Presence**

- Release Virtual Campus Tour for the Web
  - Target Date: May 2021      Completed Date: April 2020
- Additional Goals found in the Marketing Plan Section

### **Provide Strategic Communication to Inform Students**

- Create early acceptance and early decision deadlines
  - Target Date: September 2019      Completed Date: On Going
- Develop & Deploy a streamlined campus visitor sign up system
  - Target Date: September 2019      Completed Date: August 2020
- Design and Implement freshman- senior multi-channel communication plan for students
  - Target Date: May 2021      Completed Date: In Progress

### **Provide Consistent Communications Via A Multi-Channel Approach**

- Reinstate Student callers (team of 6, at 5 hours a week per caller)
  - Target Date: September 2019      Completed Date: September 2019
- Design Fall Travel Schedule: with at least 25 fairs, 100 high school visits, and 50 home visits
  - Target Date: September 2019      Completed Date: September 2019
- Design phase 1 of the communication plan
  - Target Date: September 2019      Completed Date: September 2019
- Design and Implement communication plan to dual credit students
  - Target Date: December 2020      Completed Date: In Progress
- Redesign admittance documents to communicate excitement & “insta worthy moments”
  - Target Date: October 2019      Completed Date: In Progress

### **Create and Maintain Comprehensive Processes to Ensure Procedural Efficiency**

- Perform comprehensive review of admissions document processing procedure and streamline, correct, and improve where necessary
  - Target Date: September 2019                      Completed Date: September 2019
- Reinststate communication tracking systems
  - Target Date: September 2019                      Completed Date: September 2019
- Develop Numbering Sequence to differentiate leads in CAMS
  - Target Date: October 2019                      Completed Date: October 2019

### **Admissions Funnel Outcome Goals**

Applicant Quantity

Goal	2019	2020	2021	2022
690	399	578		

(CCCK, 2020)

# Marketing Overview

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Recognizing the current competitive environment and emerging markets in Higher Education, Central Christian College of Kansas must leverage the opportunities and niche markets at its disposal, as well as exploit every technological advantage afforded through its resource base.

## Competitive Brands

Primary competing markets include:

1. Community Colleges and the emergence of free tuition initiatives and the ongoing Ramsey effect pushing students to reconsider attendance at private colleges.
2. Public Institutions and the allure of cheap and amenities.
3. Other Private Institutions, which are primarily selling the same basic product.

## Target Markets

- Kansas High School Students
- Private and Homeschool Students
  - Including CLT
- College Transfers
- Coach Referrals
- Dual Credit Students
- Alumni and Free Methodist

## Additional Markets:

- Parents
- High School Coaches
- Guidance Counselors

# Marketing Plan

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Acknowledging the similarities that exist among other direct competitors (private colleges), Central Christian College of Kansas must emphasize its distinctive.

**This requires broad-based systemic adoption of the signature nature of the** mission and character development program emphasized by the College. Any one department falling back to shared distinctive with other primary competitors (i.e. small, private, Christian, safe) will undermine the strategic adventure of CCKK's signature offering.

## Goals

### Launch New Website

**Target Date: October 2019**

**Completed Date: October 2019**

The website is often the first contact, and sometimes the only contact, made with an inquiry. This makes it a primary marketing and recruitment tool. According to the 2019 Ruffalo-Noel Levitz study on E-Expectations (Enrollment), the website was named the most influential information resource by both high school juniors and seniors.

While internal discussion about the role of the website argues for multiple purposes, moving forward the College clarifies that the primary role of the web page is for marketing purposes with a fundamental mission to drive interest and referrals to join the CCKK family.

Therefore, the visual appeal, ease of use, access to information, and the push toward enrollment should be evident and inform every stage of planning and execution.

- Next Steps:
  - Install Google Analytics and Review Monthly      Completed
  - Invest in SEO Tool for the Website      Completed
  - Institute a Live Chat on the Website      Pending
  - Employ Heat Maps      Pending

### Add Responsive Contact

**Target Date: October 2019**

**Completed Date: October 2019**

Based on the Core Value of student centricity and the perceived personal nature of CCKK. All front facing (virtual, telephone, and face-to-face) interactions should be personal, professional, and appropriate.

The College must maintain dedicated staff to facilitate communications specifically a staff member to ensure that all inbound calls, incoming documents, and questions are handled with care, intentionality, and appropriate follow-up.

Hired and trained one full time staff. Completed Fall 2019

### **Increase Sponsored Social Media Presence**

**On Going**

With the increased use of social media as a primary means for communication and information gathering, CCKK benefits by telling her story and giving digital community members a glimpse into the college. The institution has just completed in the first time in her history the first year (2018-2019) of consistent, high quality, and informative content. Now that the foundation has been laid the next piece is to intertwine sponsored posts into the existing social media strategy.

Therefore, the College must increase the frequency of the sponsored posts in order to achieve this objective, the following results need to be realized:

- Continue use of Instagram, Facebook, and Twitter implementing the current all-encompassing strategy.
- We need to increase the activity on YouTube specifically in short, engaging videos ads. According to a recent study by Pearson nearly 60% of Generation Z prefer learning by video over any other method. As well as data from Pew, is that 85% of teens use YouTube which is more than any other single social media site.
- In 2019, increase paid campaigns to three annually. **Completed**
- In 2020, increase paid campaigns to five annually. **In Progress**
- In 2021, increase paid campaigns to seven annually.
- In 2022, increase paid campaigns to nine annually.

### **Increased Referral Funnel**

**Target Date: May 2021**

**In Progress**

With the increased marketing focus on recruitment, there is a parallel focus on alumni and friend relations. While not specifically addressed herein, this plan does recognize the role such promotion can have on referrals, which have proven to be an effective recruiting tool. The primary objective here is to provide consistent opportunities for referrals, making the process simple and safe. This includes ensuring that all communications identify a way for readers to refer names.

### **Development of RSEMP**

**On Going**

The initial development of the Residential Strategic Enrollment Management Plan is a major step towards the redevelopment of proper procedures, policy, and planning for the enrollment process. As it continues to develop as outlined in the introduction, rational, and overview section this document will continue to be developed through the three years of its term.

# Connect

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The objective of the Connect phase is to move students from acceptance to completion of the first semester of enrollment.

## Goals

1. Establish a sense of community with newly admitted applicants through effective communication and involvement in academic and social activities
2. Identify admitted students who are most likely to matriculate
3. Leverage Admissions Counselors as specialists in developing individualized graduation action plan
4. Offer special registration days for newly admitted students; develop a tentative class schedules for the first year
5. Work closely with other offices to assist newly admitted students in timely completion of all documents

## Strategies

### **Establish a sense of community with newly admitted applicants through effective communication and involvement in academic and social activities**

- Communicate to parents weekly from May through August of the recruitment cycle.
  - Target Date: August 2020                      Completed Date: August 2020
- Develop a standardized and staged virtual Student Orientation process including, welcome videos, campus tour, next step videos
  - Target Date: May 2021                      Completed Date: July 2020
- Welcome communication from department chairs or programs coordinators to their new students
  - Target Date: May 2021                      Completed Date: In Progress

### **Identify admitted students who are most likely to matriculate**

- Develop rating system on likelihood to matriculate
  - Target Date: May 2022                      Completed Date: Pending
- Test rating system on likelihood to matriculate
  - Target Date: August 2022                      Completed Date: Pending

- Implement rating system on likelihood to matriculate
  - Target Date: January 2023      Completed Date: Pending

**Leverage Admissions Counselors as specialists in developing individualized graduation action plan**

- Complete an Individualized Graduation Plan as part of the enrollment process
  - Target Date: August 2021      Completed Date: In Progress
- Hire a third admissions counselor to help cover the additional work required for each additional perspective student
  - Target Date: August 2021      Completed Date: Pending

**Offer special registration days for newly admitted students; develop a tentative class schedules for the first year**

- Host Admitted Student Day
  - Target Date: May 2020      Completed Date: Postponed
- Host a Summer Orientation Day featuring, class scheduling, financial aid, student life, student Id's, family dinner,
  - Target Date: July 2020      Completed Date: Postponed

**Work closely with other offices to assist newly admitted students in timely completion of all documents**

- Leverage Admissions Document Tracking in CAMS
  - Target Date: January 2020      Completed Date: November 2019
- Leverage Financial Aid Document Tracking in CAMS
  - Target Date: August 2020      Completed Date: In Progress
- Leverage Student Life Document Tracking in CAMS
  - Target Date: May 2020      Completed Date: June 2020
- Create and Utilize Electronic signing software to facilitate student document submission
  - Target Date: November 2019      Completed Date: August 2019
- Complete 80% of all residential Financial Aid Packaging (Status 10) three weeks prior to the residential move-in date
  - Target Date: July 2021      Completed Date: In Progress



# Persist

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The objective of the Persist phase is to move students from the first semester of enrollment to completion of 60 credits.

## Goals

1. Establish co-curricular and extra-curricular activities to strengthen students' engagement.
2. Increase the number of students who register for the following semester prior to the conclusion of a semester via multi-prong outreaches
3. Streamline registration process for visiting students
4. Work closely with the College's Foundation to establish a continuously supported pool of emergency funds that can be accessed by FA.
5. Enhance student-facing self-service tools and technologies, including a robust, centralized, intuitive student portal, degree planning tools, and financial aid/literacy instruments.

## Strategies

### **Establish co-curricular and extra-curricular activities to strengthen students' engagement.**

- Install Disc Golf Course on Campus
  - Target Date: August 2020      Completed Date: August 2020
- Increase fitness facilities for broad student use
  - Target Date: August 2020      Completed Date: August 2020
- Increase student intramural events by 25%
  - Target Date: January 2022      Completed Date: Pending

### **Increase the number of students who register for the following semester prior to the conclusion of a semester via multi-prong outreaches**

- Ensure at least, one face-to face contact with advisor or counselor to review each student's Graduation Plan
  - Target Date: January 2020      Completed Date: On Going
- Provide front-line, student-facing staff with (appropriate) access to key data and information, leveraging tools and technologies (CAMS) to make timely interventions.
  - Target Date: August 2020      Completed Date: In Progress

- Increase number of re-admits to 5 a year.
  - Target Date: August 2021      Completed Date: In Progress
- Reduce the number of students put on academic probation, suspension and dismissal through targeted intervention strategies by 10%.
  - Target Date: August 2022      Completed Date: In Progress
- Deploy a college-wide Alert System to enhance coordination, collaboration, and communication across Academic, Student Life, and Athletics for at-risk student populations.
  - Target Date: August 2021      Completed Date: In Progress

### **Streamline registration process for visiting students**

- Leverage Admissions Document Tracking in CAMS
  - Target Date: January 2020      Completed Date: November 2019

### **Work closely with the College's Foundation to establish a continuously supported pool of emergency funds that can be accessed by FA.**

- Increase/promote need-based financial aid opportunities to reduce the gap.
  - Target Date: August 2021      Completed Date: Pending

### **Enhance student-facing self-service tools and technologies, including a robust, centralized, intuitive student portal, degree planning tools, and financial aid/literacy instruments.**

- Launch a Learning Management System
  - Target Date: August 2020      Completed Date: August 2020
- Improve Document Tracking to increase accessibility to information
  - Target Date: August 2020      Completed Date: On Going

# Launch

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The objective of the Launch phase is to move students from completion of 60 credits to graduation and vocational placement.

## Goals

1. Conduct a comprehensive academic progress evaluation of students with 60+ college level credits to determine if each student is on track and has a clear path to completion.
2. Reach out to Stop-Outs with 45+ credits, through targeted online marketing to reenroll and complete AA requirements.
3. Enhance Junior & Senior Seminar process to highlight vocational readiness.

## Strategies

**Conduct a comprehensive academic progress evaluation of students with 60+ college level credits to determine if each student is on track and has a clear path to completion.**

- Develop an “operational” checklist for students, advisors, and Student Success workers to provide guidance toward achievement
  - Target Date: August 2021                      Completed Date: In Progress
- Roll-out an advisor training and communications plan to promote consistency in advising approach and develop and administer a faculty development program to shed light on the shifting student landscape and the importance of a student-centered approach.
  - Target Date: August 2022                      Completed Date: Pending

**Reach out to Stop-Outs with 45+ credits, through targeted online marketing to reenroll and complete AA requirements.**

- Improve Document Tracking to increase accessibility to information
  - Target Date: August 2020                      Completed Date: On Going

**Enhance Junior and Senior Seminar process to highlight vocational readiness.**

- Begin offering Junior and Senior Seminar
  - Target Date: August 2020                      Completed Date: Completed
- Partner with a job search engine to provide real-time access to opportunities
  - Target Date: August 2021                      Completed Date: In Progress

# Conclusion

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The strategies and goals outline in this plan are imperative to the long term success and sustainability of the College. Achieving these objectives will reinforce the mission and vision of Central Christian College of Kansas.

This document, and its related objectives, assumes enrollment management is the responsibility of the entire institution; rather than the work of one department or work team. As such, this document is a representation of the synergistic energies of a campus culture dedicated to student success and the advancement of its mission.

# Sources

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