



Campbellsville
UNIVERSITY 

STRATEGIC RECRUITMENT & RETENTION PLAN

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Greetings!

Campbellsville University must create and sustain a model to recruit and retain students as one university that works together operationally. Our impetus will be on setting aggressive, measurable goals and deploying available resources to meet those goals. We must realign priorities and efforts toward supporting and sustaining incremental growth of new student enrollment.

To build a successful recruitment strategy, we will engage constituencies from across the entire university as ambassadors for One Campbellsville University. This strategic plan will rely on four overarching strategic priorities and 14 goals, each with an objective and accompanying initiatives, to achieve the five-year enrollment projection model that we will develop for the university.

Thank you for being a partner, collaborator, stakeholder, or team member as we work together to provide access and a pathway to completion for students who seek a quality education and a Christian Experience here at Campbellsville University.

Sincerely Yours,



Dr. Jason L. Meriwether
Vice President of Enrollment Management &
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MESSAGING AND MARKET SATURATION

Given the breadth and scope of the competitive college market, we must begin with an aggressive approach to student recruitment by re-introducing CU and focusing on a message of academic quality, Christian experience, and student success for One Campbellsville University.



We must introduce Campbellsville University to targeted areas within Kentucky and nationally by:

- *Leveraging zip codes, school districts, and cities to generate brand familiarity for CU*
- *Relying heavily on digital targeting, geo-fencing in prime recruitment areas*
- *Strategic leveraging of admissions and athletics recruitment visits*
- *Purchasing names of highly qualified underclassmen who have completed the SAT/ACT and engaging in direct marketing to those students*

We have increased our focus on counselor relationships, high school visits, and leveraging both individual and school district-focused recruitment. We must also more aggressively work to yield dual credit students as enrollees at CU. We will shift toward peer-to-peer and academic program-to-program recruitment in years two and three for both high schools and potential new community college partners via transfer articulation. Our goal is to increase our number of applications from 3,000 annually (not including dual credit) to 6,000 annually in four years.

OUTREACH AND COMMUNICATION STRATEGY

To excel in the competitive market in Kentucky and beyond, CU cannot afford a singular approach to messaging about student recruitment.



We must segment and differentiate messages to constituents within our markets based on their unique characteristics and needs while prioritizing academic quality and the Christian Experience.

Such segments include:

- first-year beginners
- adult learners
- community colleges
- high schools with a Christian mission
- Taylor County and contiguous county residents
- students across the state of Kentucky
- targeted out-of-state students
- dual-credit students
- partners we leverage to recruit international students

While our visibility is important, more work is needed to message prospective students in direct ways. We will track website hits, application trends, and yield of students who are contacted through search outreach. We have implemented a comprehensive, consistent, early outreach strategy to include:

1.) Collateral print and digital pieces, which will allow CU to implement a series of significant touchpoints for prospective students. This lever incorporates printing and mailing a mixture of postcards, infographics/letters, and academic-focused print items. Supplementary collateral includes text, follow-up email for each piece of collateral, leveraging email, and social media targeting. Pieces would be deployed regularly in 25-30-day intervals.



2.) Additional outreach and yield messaging, which complements our efforts by communicating with segmented targets based on academic and social interests. We are entering into a contract with Encoura, a web-based data lab that integrates a machine learning enrollment predictive model that becomes a filter in our digital targeting, geo-fencing, and search purchase of ACT prospective names.

3.) Yield reports, which we have developed to strengthen our yield strategy. They provide comprehensive data on our top in-state feeder high schools and community colleges, including evaluation of applications, admits, confirmations, and enrolled students. We have also identified top out-of-state feeders. We are leveraging this data to strategically target students to increase applications and student yield.

4.) Reports we have developed to show enrollment history by school, academic department, and CU degree attainment, which assist with strategic recruitment. As an enrollment management function, we leverage this data to assist with targeted faculty recruitment at our top feeder community colleges and high schools. We are partnering with academic deans to allocate time and resources for faculty recruitment in potential high-yield areas based on these data. Faculty recruitment is aligned with admissions and recruitment strategies and will not be structured as a series of one-off visits



5.) Increased communication, outreach, and engagement with local churches, pastors, and ministries, which enables us to engage with youth groups, high school and college-bound programs, and adult students.

reallygreatsite.com



6.) Our customer relationship management (CRM) system, which we are more effectively leveraging to generate messaging directly to students, parents, and high school and community college counselors. We have engaged a comprehensive training plan for our enrollment data team in order to sustain our goal to maintain messaging deployment within 25-30-day intervals.

COMPREHENSIVE COMMUNICATION PLAN

Our goal is to create and sustain a robust and comprehensive communication plan from the point when CU is first introduced to prospective in-state, national, and international students until they are enrolled at CU. We must learn to leverage our CRM system to generate messaging directly to students, parents, and high school counselors and teachers through postal mail and email. This messaging must complement our digital targeting in both timing and theme.

*Our communication must
frame a consistent statement
of value proposition for CU
by focusing on*

*quality and
affordability.*



Every contact, both in person and through collateral items, must focus on a message of our academic quality and affordability. We must track website hits, application trends, and yield of students who are contacted through search outreach.

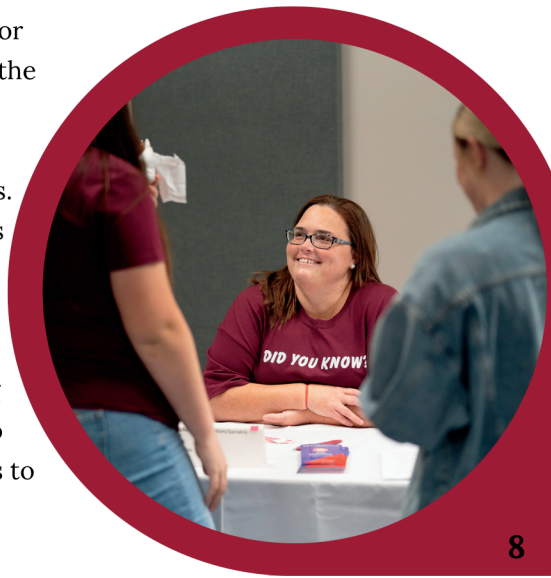
To achieve sustained visibility, we must simultaneously message prospective students in direct ways and create a 360-degree introduction by leveraging counselors, high school visits, and digital targeting. We must work beyond cursory outreach in favor of building consistent feeders of potential students. Our approach will begin with individual- and school district-focused recruitment in year one, then shift toward peer-to-peer and program-to-program recruitment in years two and three for both high schools and potential new community college partners via transfer articulation.

LEVERAGING THE CAMPUS VISIT EXPERIENCE



We must capitalize on our ability to provide an affordable, high-quality academic experience that is steeped in CU's Christian mission and complemented by one-to-one student services and faculty engagement. We can do this by connecting students to faculty and academic outcomes early in the recruitment and campus visit experience.

Our campus visit structures, whether for individuals or groups, should immerse the visitor in the CU experience while communicating the value of living in Taylor County and contiguous counties. We must approach the first three years with the intention to exceed the expectations of our visitors, who may have little brand familiarity. Succinctly stated, we must leverage our branding materials, both digital and collateral, to draw prospective students and families to our campus and create an outstanding experience during campus visits.





Strategic Goals

**Our 14 goals and the corresponding initiatives that will lead to
successful growth of enrollment and retention at
Campbellsville University**

Goal 1

Develop an overall model for recruitment and retention infrastructure to support the goals, objectives, and strategy levers of One Campbellsville University.

OBJECTIVE



Create a sustainable series of strategies, expand capacity, and create a model that complements infrastructure, evaluates efficacy of strategy levers, and removes barriers to student success and completion across all CU campuses.

INITIATIVES:

- 1:** Develop a sustainable and measurable strategic recruitment and retention priority plan for the enrollment management team and key campus collaborators for one Campbellsville University.
- 2:** Develop a five-year university enrollment target in collaboration with CU's chief financial officer and key campus stakeholders to be adopted by the board of trustees.
- 3:** Develop a model for re-recruitment of current students by developing a registration tracking dashboard and communication campaign to enhance semester-to-semester registration.
- 4:** Develop academic school specific targets and objectives to meet enrollment goals by school, department and program type, and create & measure efficacy of new merit-based scholarships to complement faculty involvement in recruitment.

Goal 1

5: Develop a sustainable model for EM team training and professional development.

6: Leverage data to drive a model of academic messaging by department, major, & school; create a priority plan for academic yield messaging through the recruitment process; and generate school-specific strategy levers to draw students and engage faculty at strategic points in the recruitment cycle.

7: Create a singular admission application for CU, and realign data team infrastructure to support all CU campus admissions and data tracking processes.

8: Develop a mechanism for real time and instant admission and scholarship offers for prospective students.

9: Identify optimal certificate programs to benchmark and measure efficacy and revenue generation based on scholarship investment in order to plan future strategy levers.

10: Partner with Academic Affairs to strengthen the process for admission of probationary or conditionally admitted students.

11: Identify opportunities for new revenue, such as targeting adult learners and veterans, seeking and securing grant funds, and others.

12: Reorganize our professional staff organizational structure to create efficiency in the EM operation, and create a sustained model for information sharing, collaborative decision-making, and strategic enrollment planning.

Goal 2

Establish and incrementally increase the number and percentage of domestic high school students who enroll at Campbellsville University.

OBJECTIVE



Create presence and capture market share in the Kentucky market and strategic territories across the United States; set recruitment goals for the target area based on college-going saturation rates; set measurable annual goals; and evaluate progress.

INITIATIVES:

1: Coordinate with Marketing and Institutional Research to conduct a state, city, zip code, and school-by-school assessment of current visibility and create school-specific plans to engage in increased academic messaging and brand awareness where applicable. This includes digital targeting, geo-fenced messaging, texting, advertising in school athletic facilities, publications, sponsorships, etc.

2: Create collateral print and digital pieces targeted by population with focus on academic quality and experience messaging, Christian experience, campus experience. This will allow CU to implement a series of significant touchpoints for prospective students by incorporating a mixture of digital via Instagram, snapchat, TikTok, Spotify, etc., and collateral such as postcards, tri-fold brochures, quad-fold brochures, infographics, and image/copy letters. All collateral would be deployed no less than every 30 days and in concurrent 30-day intervals.

3: Create supplemental digital collateral to provide email follow up for each piece of print collateral, leveraging email addresses part of the purchased list. Pieces would be deployed regularly at a 30-day, up until the time applications are due, in and the May 1 decision point.



Goal 2

4: Alter traditional communication cycle to increase the frequency of yield touch points by leveraging academic departmental messaging from department chairs and academic deans and introducing campus resources that complement search campaign messaging.

5: Leverage dual-credit relationships in Taylor and contiguous counties to establish targeted communication campaigns that draw dual-credit students into CU's recruitment pipeline.

6: Implement a comprehensive, consistent, early search program to include: (1) a consistent annual strategy for and commitment to purchasing names of highly qualified underclassmen; and (2) collateral print and digital pieces targeted to this population.



Goal 3

Establish and sustain an automated, CRM-driven student life cycle for recruitment and retention.

OBJECTIVE



Leverage our CRM system to transition to a 100% automated communication campaign throughout the recruitment cycle.

INITIATIVES:

- 1:** Develop an ongoing formal training for the RADIUS system for the entire data team on all CU campuses to ensure alignment between the Campbellsville Campus and CU's regional centers, and develop knowledge proficiency.
- 2:** Increase digital admissions presence and social media campaigns for applicants by establishing contracted services with ENCOURA, a leading entity in higher education digital outreach.
- 3:** Implement a social media geo-fence campaign for returning students to encourage registration and re-recruitment on all campuses.
- 4:** Launch and leverage multi-channel digital communications to measure, increase, and sustain student engagement with the website and other university digital forums.
- 5:** Develop a robust recruitment and yield campaign for transfer students to target high-yield community colleges and complement academic articulation agreements.
- 6:** Create a plan to target non-returners and stop-outs, highlighting ease to return.
- 7:** Employ a consistent, timed-message approach with flexibility for “just-in-time” communications that relate important deadlines, happenings on campus, etc. and emphasize calls to action.
- 8:** Mitigate the impact of stealth applicants on our yield rate by tailoring communications to meet their unique needs.

Goal 4

Strengthen Local School System Relationships

OBJECTIVE



Build and sustain a local pathway and feeder system to increase and maintain ongoing and consistent local enrollment.

INITIATIVES:

1: Acquire prospective student information, work with early outreach, invest in local events, and partner with local high schools, colleges, and communities to increase the proportion of local students who choose to attend CU.



2: Develop and sustain a Taylor and contiguous county-focused book scholarship for local students through partnership with county schools and alumni.

3: Create and sustain Taylor and contiguous county-focused exclusive search and digital targeting campaigns.



4: Increase our community presence and targeted recruitment outreach for local schools, and increase the number of locally enrolled students incrementally.

Increase retention, persistence, and completion trends among diverse student populations.

Goal 5

OBJECTIVE



Commit resources and capacity to improve retention and graduation rates among campus demographics who are leaving the university.

INITIATIVES:

1: Increase recruitment and support efforts for diverse students based on leveraging data and commitment to the Christian mission of CU. Identify populations of potential students most likely to enroll and succeed at CU.

2: Strategize and establish pathways to mitigate the impact of systematic barriers to application processing, yield, and continued enrollment at CU.

3: Create and sustain staffing capacity to lead strategies and collaborate with campus stakeholders to guide diverse students toward improved persistence and increased degree completion.

4: Build relationships that allow us to increase campus participation in community-based engagement, academic support, and campus interest groups. Commit scholarship and other resources as appropriate to those relationships and strategy levers.

5: Leverage campus and academic events, study abroad opportunities, and campus community resources to highlight and promote diversity among our prospective, incoming, and current students.

Goal 6

Strengthen relationships with high school guidance counselors, teachers, administrators, and other key influencers.

OBJECTIVE



Leverage the message of academic quality, Christian Experience, and affordability to create relationships so as to increase the number of students who apply and enroll at Campbellsville University.

INITIATIVES:

- 1:** Host events in new territories on a semester basis, and invite local guidance personnel, teachers, and advisors from our transfer partners to create brand familiarity with Campbellsville University.
- 2:** Sustain outreach to influencers on a consistent basis, including personalized updates from Admissions Counselors, and generate and share regular reports highlighting the academic performance and student success of current and former students from feeder schools.
- 3:** Identify target areas within which we can provide service and/or partner with secondary institutions. Maximize these partnerships to create feeder programs.
- 4:** Enhance continuity of messaging, outreach, and targeted communication to develop a measurable dual-credit feeder pathway program.
- 5:** Identify partnerships with Christian schools and home-schooled students, and sustain these partnerships to create feeder pathway programs.
- 6:** Leverage brand familiarity created by CU Athletics in target areas to introduce CU to the broader school community and increase saturation.

Goal 7

Establish and incrementally increase the number and percentage of transfer students who enroll at CU.



OBJECTIVE



Leverage opportunities for increased enrollment among transfer populations.

INITIATIVES:

- 1:** Partner with faculty and academic leadership to strategically promote clear degree paths for transfer students.
- 2:** Enhance pre-admission advising to provide prospective transfer and adult students with the best possible information. Strengthen these paths with pre-articulated courses and programs as developed by faculty.
- 3:** Employ a program-level outreach strategy at both community college systems in both Kentucky and surrounding states. Capitalize on this strategy to create feeder program relationships.
- 4:** Diversify our transfer efforts to reduce our overall dependency on traditional students, and become a destination for high-performing transfer students seeking a Christian University experience.
- 5:** Coordinate with Academic Affairs, Department Chairs, and Marketing to assess potential community college partnerships and create specific plans to engage in increased brand awareness.

Goal 8

Increase our prospective student yield through a robust campus visit experience.

OBJECTIVE



Leverage the campus experience, Taylor County, and contiguous counties as key tools to influence the decision to enroll at CU.

INITIATIVES:

- 1:** Restructure the campus visit experience to reflect a message of academic quality and affordability, while branding a reputation for individual attention and culture of service.
- 2:** Highlight opportunities for prospective students and families to have meaningful engagement with faculty and current students.
- 3:** Promote group campus visits among high school and other prospective student groups. Provide access to faculty, staff, and current students. Utilize these visits as a catalyst to promote conversion and yield.
- 4:** Leverage campus events as recruitment opportunities. Invite groups of prospective students to attend these events, with a targeted focus on dual-credit students.
- 5:** Expand structured campus visit day offerings with fall and spring open house programs to connect with CU's academic experience. Develop major-specific programs for prospective students in addition to underclass visit opportunities and events that promote yield.
- 6:** Leverage Taylor County and its contiguous counties as a backdrop for the "CU Experience," and shift from our current approach to messaging only the campus.

Goal 9

Create and develop a sustainable alumni partnership strategy to enhance recruitment.

OBJECTIVE



Create an enrollment management partnership with the Development and Alumni offices to expand our network and saturation in Kentucky and beyond.

INITIATIVES:

1: Increase the number of competitive, diverse, and talented students considering CU for graduate, undergraduate, and certificate programs, and increase the percentage of students who enroll at all campuses.

2: Provide a local information source for inquiring students, applicants, admitted students, enrolled students, and their families.

3: Create a model to provide ongoing regional assistance to the Recruitment and Admission team.

4: Leverage alumni relationships to encourage academically talented students to apply to and attend Campbellsville University.



Alumni are encouraged to participate in one or all five of these activities:

- **Adopt-a-School Liaison**
- **College Fair Alumni Representative**
- **Prospective and Admitted Student Reception Host**
- **Student Athlete Recruitment — Each One, Reach One**
- **International Alumni Student Recruitment**

Goal 10

Incrementally increase and sustain the number and percentage of students who earn graduate degrees at Campbellsville University.



OBJECTIVE



Commit resources and capacity to grow and sustain graduate programs to increase the number of students who earn CU graduate degrees.

INITIATIVES:

- 1:** Create a Targeted Plan for Internal Graduate Recruitment, and initiate a campus-based campaign that feeds current students through a pipeline to CU graduate programs. Partner with academic leaders to develop internal 4+2 or 3+2 model graduate school pathway programs as part of first-time and transfer student recruitment.
- 2:** Identify and target four-year Kentucky colleges/universities and key out-of-state targets that have an undergraduate program but do not compete with CU graduate programs, such as Social Work, Music, Sport Management, MBA, Theology, English, Justice Studies, Nursing, Computer Science, and Marriage and Family Therapy.
- 3:** Collaborate with Campus Life and Enrollment Management to introduce CU graduate programs at new student orientation.
- 4:** Partner with Marketing to strengthen brand familiarity for CU programs in the digital marketplace.

5: Collaborate with the School of Nursing and the School of Social Work to strengthen their graduate pathways for first-time, transfer, and current CU students.

6: Establish and sustain the faculty recruitment communication cycle to increase the frequency of yield touchpoints by leveraging academic departmental messaging from department chairs and academic deans and by introducing campus resources focused on graduate experience.

7: Develop a Historically Black College and University (HBCU) feeder initiative to create and sustain graduate articulation pathways to enroll and graduate talented and diverse students for CU graduate programs.



8: Explore transfer-to-graduate-school pathways for Kentucky community colleges and targeted two-year college systems.

9: Develop a plan to create fully funded graduate assistantships that are aligned with academic program recruitment and persistence.

10: Identify and build sustained relationships by strategically targeting Christian universities colleges to promote pathways to CU's Master of Theology, and Master of Divinity, and Marriage and Family Therapy programs across a range of services in the ministry.



Goal 11



Leverage Housing as an asset to impact recruitment yield and strengthen persistence and completion of residential students.

OBJECTIVE



Commit resources and capacity to create a residential model to improve retention and completion rates among on-campus residents who are leaving the university.

INITIATIVES:

1: Develop and sustain on-campus Living/Learning Community model to strengthen and enhance academic experience and incrementally improve retention, persistence, and completion trends for residential students.



2: Increase the emphasis of housing assignments on student success and development as a function of an active Living/Learning Community model.

3: Develop and sustain streamlined housing paperwork for students that establishes simplified data chains and processes that use a single platform and decrease confusion for students.



model to support retention, persistence, and completion to yield incremental improvement in retention and persistence trends for residential students of color.

5: Develop a residential showroom for recruitment of new students during campus tours, preview days, and events.



6: Develop a facility improvement plan to renovate restrooms and enhance the residential experience for students in tier 1 housing (Stapp, North, and South West).



Goal 12

Incrementally increase and sustain the number and percentage of international students who enroll, persist, and graduate.

OBJECTIVE



Leverage opportunities to create a sustainable model for enrollment among international student populations.



INITIATIVES:

- 1: Develop a dataset to measure and track historical and current persistence trends to influence future decisions about where to strategically target areas for international outreach.
- 2: Evaluate existing MOUs, and eliminate partnerships with groups with low efficacy.
- 3: Create pathways for new MOUs to yield higher numbers of students who graduate from CU.
- 4: Develop and sustain a collaborative campus system for international student arrival, transition, orientation, and integration into the CU community.



Goal 13

Incrementally increase and sustain the number and percentage of students who enroll, persist, and complete CU's certificate programs.

OBJECTIVE

Leverage data to identify new opportunities to expand certificate programs in new markets for existing regional center locations and surrounding counties, including new high school and employer partnerships.



1: Explore new employer partnerships in the metro-Louisville market and surrounding counties to expand pathway programs to certificate partnerships.

2: Collaborate with Marketing to develop a robust marketing plan for certificate programs and sustain a consistent presence in the digital marketplace with messaging about certificate programs.

3: Explore pathways for housing for certificate students.

4: Develop pathway programs with salons in regional areas where cosmetology, barbering, and EMT programs are offered.



5: Align workflow for application and data entry, enrollment planning, and data reporting for certificate programs across all CU campuses.



Goal 14

Strengthen student success metrics through strategic investment of scholarship funds.

OBJECTIVE



Leverage a nimble and proactive scholarship model to recruit, retain, and graduate students.

INITIATIVES:

- 1:** Evaluate existing scholarship models, and refine funding to support student success for varying student populations, including high-achieving, diverse transfer, and graduate students, as well as and students participating in key academic programs.
- 2:** Collaborate with Academic Affairs to create merit-based scholarship awards to support faculty involvement in recruitment.
- 3:** Collaborate with Admissions to increase familiarity with scholarship models for prospective students, school counselors, and parents.
- 4:** Review the CU discount model and opportunities to realign investments with student success and retention initiatives.
- 5:** Identify and realign scholarships to create equity for local and transfer students.
- 6:** Collaborate with Admissions to develop automatic awards to complement the newly developed onsite admission decision process.
- 7:** Review scholarship investments for efficacy and their impact on student success and completion in order to provide recommendations about future investments.

Nine locations and counting...
ONE CAMPBELLSVILLE



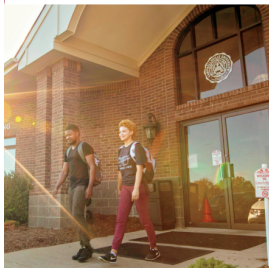
WINDSOR, ONTARIO, CA



SOMERSET



HARRODSBURG



LOUISVILLE



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HODGENVILLE



ELIZABETHTOWN



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Nine locations and counting...

ONE CAMPBELLSVILLE

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