

A Report on Advanced Approach to College Management at Wesley College

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1. Preface

I was sent on a mission to Wesley College in July 2005. The chief mission was to “research on advanced approach for college management at Wesley College. I was especially interested in Wesley College enrollment management. It would be useful for HIT to learn a method of coping with a decrease in the birthrate.

Hachinohe Institute of Technology is now in close association with Wesley College.

We made the mutual education-research exchange agreement with Wesley College two years ago.

Founded in 1873 as a preparatory school, Wesley College has a covenant relationship with the United Methodist Church. The institution is known as Delaware’s oldest private college for liberal arts. It offers 30 bachelors and four associates. Graduate programs were added in 1990’s. Most of the College’s 2,300 students (1,300 traditional and 650 adult full-time) come from the Middle Atlantic region.

The history of Wesley has been going on for more than 130 years. During these years, the institute experienced the hardest time of students decreasing but overcame it with wise devices. From the latter half of 1970’s to 1980’s, the opinion that many universities might go bankrupt was leading. As a result, universities, which succeeded in the achievement of part-time and adult students, expanded the number of new students.

Wesley College was one of the universities, which overcame the rough sea and is considered to be optimal model for HIT, which will struggle with the same waves.

Wesley College was rebounding from a six-year decline (1991 to 1997) in enrollment. During 1997-98, it had just 617 full-time undergraduate students on-campus and an institution-wide total enrollment (headcount) of approximately 1,000.

I visited Wesley College website and studied the

overview of the institute in advance, and sent some inquiries to Admission Office of Wesley. The inquiries were taken in the form of comparisons between Wesley College and HIT.



Wesley College Student Demographics

■ Approximately 2300 students

1300 Traditional

1000 Non-Traditional

30 states represented

Largely from DE, NJ, MD and PA

Male/Female ratio of 17:1

80% of faculty hold terminal degrees

70% of student live on campus

Provided by admission office of Wesley College

Accelerated Degree Programs

■ Dover campus

● Bachelors of Business Administration degree completion program

● Masters of Business Administration with an Executive Leadership Concentration

■ New Castle Campus

● Associates of Science with a concentration in Business

● Bachelors of business Administration degree completion program

● Masters of Business Administration with an Executive Leadership Concentration

Provided by admission office of Wesley College

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2. Extensive Inquiries to Admission Office of Wesley College

Question-1. How are the teachers involved in the recruitment of students?

(Wesley College)

We hear that over 2,000 undergraduate applications are received each year.

Unlike Japanese universities, American colleges and universities have close relationship with each applicant, especially in the early step of enrollment. Are faculty in Wesley College involved in the work of admission office?

If not, only the office administrators are charged with all the works of enrollment management. Is that correct?

(Hachinohe Institute of Technology)

In our college, a teacher serves on the chairperson of every administrative committee or division. It is unusual for administrators to be opinion makers in Japanese universities. But office workers and administrators are truly specialists for their section. They are always put themselves in assistant positions in any official meetings. Therefore teachers take leaderships in daily works of the administrative section. Teachers are very busy with the administrative works besides with educational and research activities. It may be said that this system is not efficient sharing of the work. I believe Japanese system should be reformed like American system and any administrators should be encouraged in both promotion and salary increase.

Faculty Participation in Recruitment

- Individual Department visits to High Schools representing their programs from a future career perspective
- Dept. Chair's letter to every prospect as part of inquiry letter series
- All faculty will receive inquiry cards for use for referrals to Admissions
- Post-Open House, contact info will be provided to the department
- Dept. Chair and faculty interaction with Admissions message board
- Dept. Chair and faculty involvement in chat events

Provided by admission office of Wesley College

Faculty Participation in Recruitment

- Faculty are asked to contact accepted applicants to invite them to events, involve them in open House and other activities
- faculty support Admissions process but do not participate in evaluation of decisioning of undergraduates

Provided by admission office of Wesley College

Question-2. What do you plan to maximize the students in recruitment and how are the fruits of execution?

(W.C)

At Wesley, each admission counselor is assigned to some students who inquire.

I hear admission counselors assist prospective students through the admissions process from inquiry through deposit. It is as if the support were custom-made.

Would you let me know the contents of your supporting and what effects are given to the applicants?

We would like to learn when and how admission counselors actually follow up before a student determines to apply for Wesley. This is the prior aim of my visit.

What is the number of annual inquiries and how are the details?

How much money is it given to recruit students per a person?

How about the rate of acceptance and admission? (HIT)

At HIT, we treat the candidates in a mass, aside from the accepted students who take a correspondence lecture before enrollment. It is as if the support were ready-made. In the rapid decrease of traditional students, we should consider to take close and personal relationships with candidates from the early step of admission process.

That may make significant difference among Japanese colleges and universities.

I think that in the U.S universities, it is natural that they send information materials along with a personal letter signed by president, after receiving an inquiry.

A person who inquires will feel much consideration on a more personal level. In case of online at website, admission office not only provides information materials but also prepares chat-site and exchange information, so that counselor can invite the visitor to some school events.

Fall 2005 Enrollments

- 10217 Inquiries
- 2466 Applications
- 1819 Accepts
- 679 Deposits

Provided by admission office of Wesley College

Conversion Rates

- 24% Inquiry to Apply ratio
- 73% App to Accept ratio
- 37% Accept to Deposit Ratio
- Avg. Cost per new enrollment of \$550
(cost to recruit each new student)

Provided by admission office of Wesley College

Question-3. In order to execute the plans along the strategies and tactics, all the teachers and staffs should share them. What concrete measures do you adopt?

(W.C)

Student marketing is important in the days of student decreasing. The key of strategy is how we should narrow the target. We should consider about the student increasing measures in the changing period. We have to share the plan with all the faculty and staff.

(HIT)

As for our institute, we have two campus-wide meetings in a year, combined with the adviser-meeting. April meeting is held for planning strategy and tactics of the year and February meeting for summary of admission result.

Lead Generation

- Lists obtained from College Board and NRCCUA based upon certain search criteria
- Search Piece is then mailed to list that includes a reply card for more information
- Each incoming inquiry is assigned to an Admissions Counselor for personalized service

Provided by admission office of Wesley College

Admissions Process

- Each inquiry is assigned by alphabet to an Admissions Counselor
- Constant follow up keeps Counselors in touch with all inquiries
- Counselors assist prospective student through the admissions process from inquiry through deposit
- Counselors then continue to follow up until classes actually begin

Provided by admission office of Wesley College

Admissions Process

- Inquiry
- Pre-award
- Interview
- Application
- Folder Complete
- Accept
- deposit

Provided by admission office of Wesley College

Question-4. Can a new student be available for two kinds of Work-Study?

(W.C)

Wesley College awards nearly \$6 million in college-funded financial aid. Other merit-based scholarships are available through a \$50 million endowment managed by the United Methodist Foundation. 80% to 90% of full-time students receive financial aid and scholarships with an average package of \$9,800. As for on-campus employment, I wonder if a new student can be available for two or more kinds of work-study programs, that is, one may be federal program and the other Wesley College program.

In the case of Wesley College program, how much annual budget do you prepare for work-study program?

(HIT)

In Japan, there is no work-study support system by national financial aid program. As our original work-study system, Night-School is held for freshmen from Monday through Friday by upper class students. HIT is proud of the individual attention and support provided by the Night-School. Night-School is responsible for helping new students develop their academics and make right decisions in the new environment. Teacher's assistant (TA) and research assistant (RA) are for graduate students. And a graduate student who is eligible may be employed as lecturers at two affiliated high schools.

As for merit-aid, there are 115 scholarship students this academic year. The Board of Governors prepares \$300,000 per a year.

35 percent of under-graduate students receive national financial aid and scholarship with an average of \$600 per a month. But the cost of education is too much for some families to make HIT education more affordable. We have been studying about on-campus employment system of Wesley College and we would like to adopt diverse "Work-Study" to offer HIT education to more students.

Financial Aid/Work Study Program

- Students are eligible for merit based scholarships based on SAT and GPA scores
- Campus employment may be available for international students through workshop programs

Provided by admission office of Wesley College

Question-5. What is required to be eligible for work-study at Wesley College?

Your school-guide booklet reads that on-campus employment is available for students who qualify. Who are the students eligible for the program?

To be eligible, it seems that a student must meet the following criteria ;

- 1) Be a U.S citizen or eligible non-citizen.
- 2) Be a student who was accepted by Wesley College.
- 3) Maintain satisfactory academic progress.
- 4) Not owe a refund or to be in default on a federal grant or loan.
- 5) Others.

Question-6. Cost of education & living?

(W.C)

What is an average of total income for a student, including parents' contribution, scholarships and sub-jobs? And how about the expenses?

Cost of education at W.C

Confirmation Fee and a housing	\$325	32,500 Yen
Tuition and Fees	\$14,364/year	1,400,000 Yen
Room and Board		
	\$6,480~9,940/year	640,000~990,000 Yen
Books and Supplies	\$600 per/year	60,000 Yen
		total 2,110,000 Yen

(HIT)

COST of Education at HIT

Admission Confirmation Fee	\$2,500	250,000 Yen
Tuition and Fees	\$12,700/year	1,270,000 Yen
Lodging	\$6,000/year	600,000 Yen

Books and Supplies \$400 40,000 Yen
total 2,160,000 Yen

Question-7. How can Wesley college maximize retention rate of students?

(W.C)

Many factors can be considered in the high retention rate Wesley College keeps, including student/faculty ratio, individual attention from faculty, on-campus employment, and high graduate employment. Needless to say, location is best.

What concrete measures do you have to maximize retention of students?

(HIT)

We also consider it very important to retain students as well as to maximize the recruitment. But in Japan, it is not usual that students may move to another university on their way.

So we put a special emphasis on a drop in the withdrawal rate. To attain this aim, we have several own programs, including home-room teacher system, careful guidance in taking courses in his major and our original attendance-confirmation system.

3. Conclusion

When I close this report, I have to describe what we should take example by Wesley College. Wesley College is among the highly regarded private college in the mid-Atlantic region for many reasons. Among them are admission systems, student service, individual attention from faculty, opportunities to work in field of study, attractive campus environment and 89% retention rate etc.

Moreover, we might need to follow the college management of Wesley College. Most revenue of HIT has been depended upon student tuition to run our college. The smaller the number of students will be with a decrease in the birthrate, the less the activity of the institution becomes. We are now on the turning point where quality is more important than quantity, from mass to individual.

When I close my report, I would like to express to President Scott D Miller, Executive Vice President Bette S Coplan, Director of Admissions Office Arthur T. Jacobs and other staffs my deepest gratitude for having informed us of how to manage admission enrollment at Wesley College.

Why students choose Wesley?

- 89% retention rate
- Small Class Size
- Individual attention from faculty
- Opportunities to work in field of study in Freshman year
- High graduate employment rate of 96%

Provided by admission office of Wesley College



**Advanced Approach to College Management at Wesley College
(Innovation)**

Key words for Activity and Development are Fund, personal talent and Time (available resources)

- fund: donation, business earnings, tuition fee
- personal talent: uplift for faculty, administrative staff and students' loyalty for the college
- middle and long-range programs

Reflection: How to reflect fund and personal talent into education
Reflection based on students' "whole" person encouragement

- ① How can Wesley College determine that the content of its programs is of excellent quality while generating appropriate revenues?
- ② How can Wesley College determine its program delivery systems are viable?
- ③ How can Wesley College maximize its recruitment and retention of students?

**At Wesley, We combine life and education
(college guide booklet)**

① **Fund** → (**strategic property acquisition**)

- (1) Endowment (\$62 million raised)
 - (a) United Methodist Foundation
 - (b) Company (Du pont, Visa) endowment, alumni association endowment
 - (c) Student Scholarships (over \$6 million/year prepared by Wesley)
- (2) Business Earnings (Rents for estate)
- (3) Tuition (almost the same amount as HIT)

② **Personal talent**

- (1) Annual salary (increased faculty salaries beyond the national average)
- (2) High valuation on administrative profession and investment
- (3) Participant consciousness of students through on campus jobs

③ **Time** :

- (1) Expansion of facilities based on middle and long-range programs
- (2) Renovation (Environment makes man of character)

- ① Financial Support → Financial aid is awarded in packages of scholarships, grants, loans and campus employment to help students meet educational expenses
- ② Support for college life → improvement of campus facilities
Library, intercollegiate athletic facilities, parking lot, student recreation centers etc.
- ③ Support for spiritual independence
Students eligible for work-study could be assigned in admissions, library, cafeteria, athletics, fitness center, or other offices or facilities on campus.

- ④ Internationalization Support → Internationalization in the campus community (transfer students from 17 countries)