



Serving Non Traditional Students. ***It Takes Magis.***

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## EXECUTIVE SUMMARY

The College of Professional and Liberal Studies at Saint Joseph's University has a long and rich tradition of addressing the learning needs of non-traditional adult students, an integral part of the mission of Saint Joseph's University with a strong commitment to the Ignatian ideals of a love of life-long learning and service to others. Four years ago the College of Professional and Liberal Studies was charged to reduce the number of degree programs, improve the quality of accepted students, grow enrollment on an incremental basis, and maintain the Jesuit mission of the college experience. During this time, the CPLS has, in fact, significantly improved academic quality and reputation, demonstrated increases in enrollment and maintained its mission of educating adult students who have limited financial resources. Whereas the acceptance rate dramatically *decreased* from 89% to 64%, the yield rate *increased* from 63% to 72% and there was a 10% *increase* in student credit hour enrollment. Degree programs were reduced from more than twenty to a focused group of ten. Furthermore, the CPLS has the highest rate of diversity amongst all Saint Joseph's colleges: 60% students of color and 63% female students.

Despite these achievements, the strategic and business plans of the CPLS must continue to adjust and evolve to meet the current and future student needs as well as meet the net margin contribution expectations set by the university administration. To that end, the current CPLS strategic plan moves from a GI Bill/Morrill Act non-traditional undergraduate student model to a more relevant and contemporary post-traditional college student model where student age is not the determining factor. Instead, recruitment and marketing will be based on the growing post-traditional undergraduate student market of part-time students who encompass many life stages and identities including single parents, returning students, veterans, international students, corporate partners and a growing online student population.

To attract both non-traditional and post-traditional undergraduate students, marketing and recruitment strategies will build on the "*That's the Magis*" campaign but focused in appropriate venues. Working with third-party partners including *MindPower* and *SourceLink*, the CPLS will build a multichannel and data-driven direct marketing campaign to both expand the admissions funnel and build year over enrollment growth (assessed in credits hours) by 3%. Further, by permanently reducing operating expenses and faculty stipend/course offering by 3.5% from FY13 to FY14, the CPLS will be able to achieve and sustain substantial gross contribution margins. Through a combination of these changes and adaptations to the strategic plan, the CPLS staff feels confident that a positive net contribution to be set by the university administration will be both attainable and sustainable.

## INTRODUCTION and MISSION

In the Jesuit mission of the twenty-first century, higher education in all of its diversity still seeks one common goal--to embody the Creator's love for humankind through self-improvement and service to others. With its spiritual foundation, its insistence on excellence and its capacity for adaptation, contemporary Jesuit education is committed to the student as well as to service to the community at large. At the heart of the Jesuit vision and tradition is a love for individuals, a commitment to excellence, and a care for addressing the needs of people everywhere. It is this vision and tradition that is embodied within the people and programs of Continuing Education on the Jesuit campuses throughout America. Within this spirit, the 28 Jesuit colleges and universities currently serve nearly 50,000 adult students each year through both traditional and non-traditional programs.

In direct support of this vision, The College of Professional and Liberal studies (CPLS) continues to respond to the demands of working with a diverse and evolving student population of non-traditional part-time undergraduate students. Following the original directive of Saint Ignatius to "meet people where they are", the CPLS offers existing and new programs in the traditional classroom, in corporate offices, and in the online educational realm. To that end, the CPLS offers programming that allows students to achieve their learning goals "where they are" and with the highest level of flexibility and support.

The current CPLS student population encompasses individuals with a range of education needs from many life stages and identities including single mothers and fathers, immigrants and first-generation students, veterans and their family members, as well as those individuals challenged by life demands who are seeking second chances in order to improve career opportunities while striving to leave family legacies based on degree attainment. The long standing hallmark of CPLS is the ability, through creativity, innovation, and practicality, to identify and provide programs designed to meet the needs a uniquely diverse student population within the larger Saint Joseph's University community.

Four years ago, based upon recommendations from both an internal task force on graduate and continuing education and an external review process of the former University College, the College was re-launched as the College of Professional and Liberal Studies responsible for part-time undergraduate education for primarily adult students. At the time of the re-launch, President Lannon and Provost Wachterhauser gave the College the following goals: Reduce the number of degree programs, improve the quality of accepted students, grow enrollment on an incremental basis, and maintain the Jesuit mission of the college experience.

We are happy to report that over the last four-year period, the College has significantly improved academic quality and reputation, demonstrated increases in enrollment and maintained its mission of educating adult students who have limited financial resources. Whereas the acceptance rate dramatically *decreased* from 89% to 64%, the yield rate *increased* from 63% to 72% and there was a 10% *increase* in student credit hour enrollment. Degree programs were reduced from more than twenty to a focused group of ten.

At this time, the College has the highest rate of diversity amongst all Saint Joseph's colleges: 60% students of color and 63% female students. In support of our mission focus on professional education built on a strong liberal arts foundation with an emphasis on ethics and social responsibility, our adult students are fully involved in all aspects of the university including study abroad opportunities, summer scholars research experiences, and service-learning placements. More recently, we have led an effort in creating a college-specific Board of Visitors to advance the academic profile of the college and to identify additional sources for scholarship support.

Although all metrics indicate positive trends relative to the initial goals established by the President and Provost, the strategic and business plans for the College must continue to evolve to meet current and future student demands as well as net margin expectations set by the university administration. The future focus will move the CPLS from the adult part-time college (based primarily on the original GI Bill Model) to a nontraditional/post-traditional part-time college where student age will not be the determining focus<sup>1</sup>

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<sup>1</sup> See L. Soares. *Post-Traditional Learners and the Transformation of Postsecondary Education: A Manifesto for College Leaders*. American Council on Education, January, 2013.

## **POST – TRADITIONAL LEARNER ENVIRONMENT**

There are many terms used to describe non-traditional students in the educational landscape. Terms such as adult learner have prevailed for decades, however, this definition is being expanded to include younger students who exhibit non-traditional student characteristics. As a result of this shifting dynamic, institutions of higher education are applying other terms such as working learner and post-traditional learner to this student population. These terms apply to describe non-traditional students who often share at least one or more of the following characteristics;

- Have experienced time out of college or delays in returning to learning
- Are seeking part-time educational experiences due to work or personal responsibilities
- Have assumed financial responsibility for dependents
- Can claim financial independence
- Are pursuing education in the context of career potential, re-careering or in order to pursue an encore career

Saint Joseph’s University has historically defined the post-traditional learner group as students aged 22-years and older. The CPLS works to assist students who belong to these categories with particular focus on the following areas;

- Non -traditional, adult student (Over 22 years)
- Post-traditional adult students (18 – 21 years)
- Veteran student population
- Online degree completion students
- Off-campus student population
- International student population

## PROSPECTIVE POPULATIONS

### Non-Traditional Adult Student: 22-years and older

According to recent reporting by the National Center for Education Statistics, non-traditional students account for 85%, approximately 15 million individuals, within the undergraduate student population. The comprise of diverse student sub-populations that include working learners, low-income students, former part-time students at two-year colleges, student parents, veterans, and students younger than 25 seeking a more non-traditional, customized learning experience.

#### CPLS Advantage

- Established community college partner agreements and transfer guides
- Credit transfer of up to 75 transferable credits
- Competitive tuition rates
- Programs build on SJU's strong liberal arts foundation promoting transferable skills
- Convenience & flexibility to meet the demands of varying student schedules
- Advising services from the application phase to graduation
- The Opportunity Program for applicants on the admissions qualifications cusp who have demonstrated academic potential from prior coursework

#### Recruitment and Admissions Strategy: Non-Traditional Adult Student

- Focus on an integrated advertising, marketing, and recruitment model that emphasizes strategic collaboration, targeted marketing, increased points of direct contact with prospective students, seamless admissions into advising experience (DOA is the first-time advisor)
- Leverage SJU *Magis* brand and marketing initiatives in a context that is relevant to non-traditional students
- Integrated recruitment calendar that reflects corporate, academic, career-related, and program specific outreach to prospective students
- Increased number of on-campus and virtual information sessions designed to maintain a strong conversion rate from inquiry to applicant
- Formal launch of *SJU-to-You* program for program-specific, classroom based presentations coordinated by the CPLS admissions team and facilitated by representatives within various SJU academic and resource departments
- Increased focus on community-based and faith-based group admissions and recruitment outreach

### Post-Traditional Students: 18-years to 21-years

Growing national education trends and tracking of adult students indicates that traditional definitions of the adult learner are being redefined to include younger students who exhibit non-traditional student characteristics. This group includes students working full time and pursuing academic goals as well as single-parents, and young adults with dependents, as well as individuals who are returning to learning after a significant length of time off due to life circumstances.

#### Recruitment and Admissions Strategy: Post-Traditional Students

- Promoting cross-referrals between CPLS and UD based on the student profiles including professional obligations and special circumstances
- Specific outreach to community-college based parenting groups and support centers through a newly created, *SJU-to-You* program to combine promotion of admissions, enrollment, and support opportunities at SJU
- Outreach to former, academically qualified SJU students within a 3-7 year range who left in good standing with pending graduation
- Increased focus on community-based and faith-based group admissions and recruitment outreach

## Veterans

By 2014, more than two million individuals eligible for post-9/11 GI Bill benefits (veterans, spouses and dependents) are projected to be within the Greater Philadelphia region, with the opportunity to continue their education through government subsidies and benefits of the GI bill. This is a large, untapped audience for Saint Joseph University's College of Professional and Liberal Studies to target. The first level of outreach has been focused on developing the CPLS Veteran's microsite that contains information customized for veterans.

### CPLS Advantage

- Programmatic application of *cura personalis* (care of the individual person) for admissions and advising
- Academic options designed to recognize assessed military and police training in the context of maximizing transfer credit
- Opportunities to be evaluated for life experience through ELAP and CLEP testing
- Diverse course offerings via online, campus-based, and off campus coursework
- Advising services from the application phase to graduation
- Merit-based scholarships that can be combined with external funding
- Access to campus departments including SRFS (HawkCentral), the Counseling Center, the Office of Services for Students with Disabilities, the Career Development Center, the Office of Adult Student Life, the Learning Resource Center, and the Writing Center
- Access to a myriad of information on the new veterans page on the CPLS website (<http://www.sju.edu/veterans>)

### Recruitment and Admissions Strategy: Veterans

- Quarterly outreach to veterans coordinators and resource centers to identify specific trends and needs of students in order to support the relevance of the information that CPLS makes available to veterans
- Presentations to veteran student groups at local and regional community college partners to directly influence student leads and referrals to SJU through the year
- Participation via sponsorship or representation at veteran-related events including veterans job fairs, networking events, and veteran student orientations or open houses
- Increasing the scope of information available to veterans via the new veterans page on the CPLS website (<http://www.sju.edu/veterans>) to serve the dual purpose of promoting SJU as welcoming veterans as well as to support retention efforts for current veterans attending the University
- Collaboratively working with other campus departments including SRFS, the Counseling Center, the Office of Services for Students with Disabilities, the Career Development Center, the Office of Adult Student Life, the Learning Resource Center, and the Writing Center to identify and expand the services and resources available to veterans on campus in order to promote a seamless recruitment and integration of the veteran student into the SJU campus community
- Continued CPLS membership with the Service Members Opportunity Colleges Consortium (SOC). The SOC was created in 1972 to provide educational opportunities to service members who, because they frequently moved from place to place, had trouble completing college degrees. SOC functions in cooperation with 15 higher education associations, the Department of Defense, and Active and Reserve Components of the Military Services to expand and improve voluntary postsecondary education opportunities for service members worldwide.

## Off-Campus Programs

As of 1/17/2013, a total of 139 students are registered for 798 credit hours. The number of credit hours will increase to 873 by the end of the spring semester (Module 2).

- *B.S. Criminal Justice Degree Completion Program (Police Sites).* A total of 32 off-campus police students are registered for spring for a total of 183 credit hours, representing an increase from 28 registered in the fall.
- *B.S. Professional and Liberal Studies Degree Completion Program at IBC.* A total of 53 students are registered for spring for a total of 309 credit hours. Current program with three cohorts of 56 students remains strong, including retention and progress towards graduation. Recruitment for a new cohort for Fall 2013 will begin at the end of Spring.
- *B.S. in Professional and Liberal Studies Degree Completion Program at Main Line Health.* A total of 15 students are registered for spring for a total of 87 credit hours. Cohort continues to remain strong and cohesive as they progress through their classes. Information sessions were conducted at MainLine Health locations and plan to in an anticipation of new cohort start dates.
- *B.S. in Professional and Liberal Studies Degree Completion Program at Keystone Mercy/AmeriHealth.* A cohort of 9 students started in Fall 2012 and one additional student joined the cohort in Fall Module II. Two additional applications were received in January and if qualified, students will be invited to join existing cohort. A total of 9 students are registered for spring for a total of 51 credit hours.
- *B.S. in Professional and Liberal Studies Degree Completion Program at the Southeast Center of Delaware County Community College:* A total of 30 students are registered for spring for a total of 168 credit hours. Cohort that started in Fall 2012 is going strong with 19 students. Recruitment for a new cohort to begin in Fall 2013 will begin in March.

### Recruitment and Admissions Strategy: Off-Campus Programs

- Strategically evaluate off campus growth as it relates to the FRM.
  - Evaluate leasing options for Center City Philadelphia classroom space for efficiency and effectiveness to service greatest number of corporate partners and their associates while managing enrollment and costs.
- Continue to follow-up with Bucks County Community College regarding proposal to offer Criminal Justice classes on-site.
- Plan to pursue partnerships with other NJ community colleges.
- Pursue relationship with Einstein Medical with goal of a partnership to offer a degree completion program at the hospital's new location in Montgomery County.
- Conduct ongoing meetings to Delaware County Community College transfer counselors to assess need, marketing, and recruitment efforts for BS in Criminal Justice degree completion program to be offered on-site at DCCC Main Campus.
- Submit a degree completion program proposal to *Wawa University*, this would be aimed at both campus based and online degree programs.
- Collaborate and prospect leads offered through the HSB Graduate programs to assess needs for degree completion with their corporate contacts.

## Online Programs

*Degree Completion.* Working in conjunction with *Deltak* CPLS recruited 11 new students for Spring 2013. This was the largest single cohort group to date that targeted 12-15 community colleges throughout the Mid-Atlantic region. *Deltak* offers a 10% tuition scholarship for these students paid entirely from their tuition share. Ongoing efforts for online programs include:

- **Expansion of admissions funnel:** Additional dual admission transfer agreements are being negotiated with Harrisburg Area Community College (PA), Ocean City Community College (NJ), and Burlington County Community College (NJ).
- **Expansion of program offerings:** *The online programs have been expanded by the approval by the Behavioral Analysis Certification Board Inc.® (BACB) for the autism studies and certificate offerings. The six-course sequence in the online*

certificate program in Autism Studies was approved by the BACB as meeting the coursework requirements for eligibility to take the Board Certified Assistant Behavior Analyst (BCaBA) examination. Development has begun on an online delivery of the practicum (supervised field work) also needed to take the certification exam. This Practicum has also been approved by the BACB as meeting the supervised fieldwork requirements needed for certification.

- **Initiation of the Bachelor of Business Administration (BBA) online degree completion program.** Market research has demonstrated that a BBA online program offered by Saint Joseph's will be valued and widely received by prospective students. The CPLS has completed an analysis of the course requirements to offer the program and is currently negotiating with the Dean of the Haub School of Business to complete all necessary arrangements with business faculty to staff the business courses. We anticipate that the program will formally launch during the Spring, 2014 semester. Marketing and recruitment for the program will begin this spring.
- **Expansion of types of online class formats through Not-For-Credit Continuing Education Programs:** Programs provided in conjunction with the Ed2Go partners are showing some initial interest prior to a formal marketing campaign launch scheduled to begin in FY14. The stand-alone *Bracketology* course has 53 registrants for 2013 (a 71% increase over 2012). Proceeds from all CE courses are committed to CPLS scholarships.
- **Current Program Assessment:** Based on significant marketing efforts with low enrollment, CPLS will evaluate the viability of the certificate program in Supply Chain and Procurement.
- **Evaluation of the Deltak Partnership:** Deltak presently coordinates all online degree completion programs in the CPLS. Their work includes recruitment, marketing, and retention of students. Further, they have negotiated several dual-admit transfer programs from numerous community colleges beyond commuting distance to the SJU campus and they offer students a 10% tuition discount (funded from their resources). As the end of the current Deltak contract nears, the CPLS staff is assessing what internal resources and services, including both current and prospective, would be required to coordinate the online programs without a third-party partner. We anticipate a decision will be made by the end of 2013.

## International Students

International student enrollment is becoming increasingly important at institutions across the country due to the interest and tuition generation factor associated with international student enrollment. Recent trends reports by the Institute of International Education indicate an increase in enrollment at U.S. institutions from China, Saudi Arabia, Vietnam, Mexico, the United Kingdom, Brazil, France, Indonesia, Iran, Venezuela, Spain, and Russia. SJU departments, collectively, have conducted or are planning to conduct outreach efforts to at least 5 of these listed countries. SJU also continues to build on existing recruitment referrals from India.

As international recruitment initiatives garner more attention within the campus community, CPLS presents opportunities to offer a selection of education opportunities for academically qualified long-term and visiting international students. The annual tuition range for an international student enrolled full-time at CPLS for a year, in Fall and Spring semesters, is \$12,000 - \$15,000.

### CPLS Advantage

- Ability to provide course options for students pursuing graduate programs at SJU who have obtained a 3-year degree
- A dedicated international student advisor from admission to graduation
- Campus-based support services offered by the Center for International Programs
- Flexible course scheduling to assist in registering for a minimum 12 credit load in order to maintain international student status during the course of the program
- Established community college agreements and transfer guides accessible for international student transfer already within the United States
- A competitive cost per credit for courses taken through CPLS at SJU
- A vibrant campus community which assists in the acclimation to study in the United States

## Recruitment and Admissions Strategy: International

CPLS plans to expand international student recruitment to offset the national fluctuating trends of adult learner enrollment. Therefore, international outreach and recruitment efforts will include both short-term and long-term initiatives designed to support CPLS's overall projected growth plan. Recruitment initiatives will include;

- Initiate a tier-one recruitment strategy with a primary focus to mirror current SJU international student recruitment trends in order to minimize associated recruitment costs while maximizing existing and high potential, country-specific relationships in China, Brazil, India
- CPLS-specific outreach to external, international scholarship administrators and cultural missions in the United States with priority on the Saudi Arabian Cultural Mission (SACM) that provide full scholarships to referred students attending Saint Joseph's University
- Increase student prospects and applicants by establishing an International Conditional Admissions Program (ICAP) for academically qualified international students contingent upon successful completion of ELS 112 and receipt of a letter of recommendation at our ELS affiliate programs. This initiative is projected to increase international applicants by 10 -20 students per fiscal year (Fall and Spring semesters)
- Establish ELS language center partnerships with ELS-Philadelphia, a primary prospect feeder located by SJU, and with ELS Educational Services Inc. based in Princeton, NJ in order to obtain 10-20 referrals per year
- Establish CPLS program options for academically qualified international students with 3-year degrees that require additional coursework prior to graduate programs at SJU
- Establish CPLS as an isolated credit option for academically qualified students (minimum 2.5 GPA) who are considering switching between graduate programs at SJU and require a "transitional semester" in order to fulfill the requirements of their anticipated program start while maintaining their international student status. This could account for 3-5 students per year who request permission to take courses via other programs in the region including Kaplan International Colleges located in Philadelphia
- Conduct outreach to EducationUSA (U.S. Department of State-supported network of hundreds of advising centers around the world), the Institute of International Education (IIE) which serves as the current broker between U.S. institutions and Brazilian students sponsored through the Brazilian government's CAPES (Agency for the Coordination and Improvement of Higher Education) program.
- Strategically collaborating with SJU undergraduate day and graduate admissions offices to cross-promote international student programs and to leverage CPLS programs and support for international student referrals
- Coordinate current UD and Grad CAS international travel and recruitment in order to obtain 80-100 prospective international student leads per fiscal year
- Direct mail, outreach, and presentations to international student groups and advisors at regional community colleges
- Identify opportunities to leverage international visiting student and eligible dependent course enrollment based on eligible student visa status types
- Collaborate with undergraduate day and graduate programs at SJU to launch an international student page with key admissions information relevant and accessible to prospective students and applicants in order to increase student conversion rates from prospect to applicants
- Initiate a second-tier CPLS recruitment strategy in years 2-5 by;
  - incorporating strategic CPLS regional and international recruitment travel to directly recruit students
  - exploring opportunities to collaborate with professional, ethical, and long-term agents in the top 5 countries identified by CPLS leadership based on evaluation of tier-one strategies

## OVERALL ADMISSIONS & RETENTION EFFORTS

### Intersession 2013

Despite a slight decrease in the number of total credit hours relative to 2012, the contributions remains strong with a gross margin of 88%. Several factors contributed to decreased credit hours including an abbreviated intersession schedule (10 days compared to 12 days in 2012) and uncertainty by department chairs of the intersession impact on spring registration and the FRM. In both areas, CPLS remains committed to working with institutional committees and academic departments to ensure fiscally responsible scheduling for future intersessions.

### Campus Based Programs

Based on an anticipated 8-month average conversion time from inquiry to enrollment, the CPLS admissions included the following initiatives targeted at impacting Fall 2013 and Spring 2014 enrollment:

- Increased the collective number of on-campus and SJU virtual admissions events by 30% to recruit qualified applicants.
- Expanding the level of strategic yield touch points with prospective students at each phase of the admissions process from inquiry to enrolled.
- Increasing the number of off-campus, program-specific recruitment events by 20%.
- Conducting monthly recruitment activities and outreach focused on benefits-eligible, prospective veteran students through veterans services centers and support programs including VA Centers and the Veterans Upward Bound Program.
- Conducting monthly recruitment outreach and community-based admissions presentations customized by programs and special interest topics designed to promote CPLS resources and to leverage the SJU brand.
- Conducted outreach to more than 550 previous Saint Joseph undergraduates who did not complete their degree to encourage degree completion through the CPLS offerings.

## MARKETING & RECRUITMENT STRATEGIES

The College of Professional and Liberal Studies has developed a comprehensive and integrated marketing and communications plan to support the expanded recruitment and admissions initiatives above as well to expand the initial admissions funnel.

- **Revised Media Designs and Messaging:** Beginning immediately, all marketing and advertising materials will coordinate with the *“That’s the Magis”* campaign. Working in conjunction with *MindPower*, new print, internet, and social media will be implemented to better communicate with messaging that resonates with prospective students. Using this new messaging, CPLS is capitalizing on resources available through Salesforce to increase the conversion process, as well as developing new collateral to support community college and off-campus program recruitment (see Appendix B).
- **Enhanced and Expanded Prospective Student Outreach:** CPLS is initiating a partnership with SourceLink, a multichannel, data-driven, direct marketing services company based in Plymouth Meeting, PA, to expand the admissions funnel and enhance targeted outreach through data mining for current and prospective students. This enhanced data will help inform CPLS of the targets that are most likely to convert and have the highest return for marketing investments. An initial campaign will be launched this March to impact 2013 Summer and Fall recruitment.

A *SourceLink* marketing campaign at American University in the summer of 2009 demonstrated a 35% response rate that resulted in a 16.6% enrollment increase, a \$3 million increase in revenue over the previous year and \$20,000 in savings. With their demonstrated success working with regional and national competitors, ability to launch a campaign quickly, integration with our current software systems and on-going support, *SourceLink* has the capability to drastically impact CPLS’s success in meeting future projections.

CPLS will rely on existing marketing and operational budget to support the initial campaign and will use the increase in tuition dollars that result from the initial campaign to implement follow-up campaigns in FY14 and FY15 that will focus on conversion and yield rate. These campaigns will be perpetual campaigns that will coincide with the initial campaign to enhance current internal conversion processes to drive additional tactical enrollment and registration. The third phase of

campaigns to be implemented by SourceLink is yield campaign will focus on yield conversion and class enrollment. This three tiered process will heighten and expand the current admissions funnel without requiring additional external funding.

- Fiscally Responsible Strategic Planning:** Data shows that the conversion process for adult learners could take several months to a year. Historically, the CPLS advertising plan relied heavily on last minute advertising to drive enrollments, with the highest portion of the advertising budget, 50%, being spent in June, July and August to drive late August enrollments. This pattern caused CPLS to have a very limited budget to support enrollment efforts throughout the rest of the year. CPLS needs to be more aggressive in advertising during the spring months in order to drive inquiries for fall enrollment into the enrollment funnel sooner. While the ‘last minute’ nature of the SJU PLS advertising in June, July and August has generated leads, the staff is challenged to convert qualified students on a very tight schedule. A more balanced approach to generating leads would give the CPLS staff more time to work on lead conversion. Below is outline of the current monthly advertising spend to be assessed and modified in the next fiscal year.

FY13 Advertising Spend											
JUN 12	JUL 12	AUG 12	SEPT 12	OCT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13
\$71,625	\$51,466	\$873	\$873	\$34,445	\$873	\$30,465	\$873	\$44,673	\$873	\$7,448	\$1,869

As the SourceLink targeted campaigns are implemented and CPLS is able to assess the data and outcomes, CPLS will be able to reassess marketing and advertising spend to maximize the return on investment of our initiatives. By targeting audiences with the highest conversion and yield rates we can shift money to campaigns that will less expensive for greater fiscal responsibility for the college.

- Enhanced Retention Communication:** CPLS has enhanced is electronic communication with current active students to help support retention efforts through a monthly e-newsletter, blog, social media and targeted program messaging.



**CPLS FRM Estimate and Projections: FY 13-16**

	<u>FY13</u>	<u>FY14 Projection</u>
<b>Operating Revenue</b>		
Tuition	\$7,994,345.00	\$8,374,099.00
Scholarships	(\$150,000.00)	(\$160,000.00)
Fees		
Net Tuition and Fees	\$7,844,345.00	\$8,241,099.00
Total Revenue	\$7,844,345.00	\$8,241,099.00
Other		
<b>Operating Expenses</b>		
1100/1200 Budget	\$670,052.80	\$651,149.89
Faculty stipends	\$1,502,571.00	\$1,486,085.00
Other	\$21,920.00	\$21,354.00
Total Operating Expenses	\$2,194,543.80	\$2,158,588.89
Gross Profit	\$5,649,810.20	\$6,055,510.11
Gross Contribution Margin	72.02%	73.48%
Operating Revenue to Operating Expenses Ratio	3.64	3.88
	<u>FY15 Projection</u>	<u>FY16 Projection</u>
<b>Operating Revenue</b>		
Tuition	\$8,846,236.00	\$9,329,312.00
Scholarships	(\$160,000.00)	(\$160,000.00)
Fees		
Net Tuition and Fees	\$8,686,236.00	\$9,169,312.00
Total Revenue	\$8,686,236.00	\$9,169,312.00
Other		
<b>Operating Expenses</b>		
1100/1200 Budget	\$660,917.14	\$670,830.90
Faculty stipends	\$1,508,376.28	\$1,531,001.92
Other	\$21,354.00	\$21,354.00
Total Operating Expenses	\$2,190,647.42	\$2,223,186.82
Gross Profit	\$6,495,588.58	\$6,946,125.18
Gross Contribution Margin	74.78%	75.75%
Operating Revenue to Operating Expenses Ratio	4.04	4.20

\* This Profit and Loss statement reflects point in time total credit hours attributed to CPLS on January 28, 2013, as reported through the Academic Executive Dashboard.

## ADMINISTRATION & STAFF

### **Paul DeVito, Ph.D.**—Vice Provost of Academic Affairs and Dean

Paul DeVito is an experimental psychologist with research interests in the area of learning, motivation, risk communication and the psychological consequences of terrorism and natural disasters. Dr. DeVito, who served as chairperson of the psychology department from 1988-2003, received his undergraduate and graduate degrees at the University of Pittsburgh and he is the author of over 40 articles, chapters and research presentations. Dr. DeVito published a graduate/trade-level textbook titled, *Psychotherapy and Cognition* (Springer, coauthored with Drs. Arthur Freeman, Michael Mahoney, and Donna Martin) and his most recent publication, *The Secure Food Chain*, was published in *Homeland Science and Technology: US Food Solutions*. During his 30+ year tenure at Saint Joseph's University, Dr. DeVito has received merit awards for teaching, scholarship, and service and he is the recipient of numerous extramural grants and contracts totaling over \$13 million. Dr. DeVito also has extensive experience as a media spokesperson in discussing the psychological consequences of terrorism and natural disasters including several nationally broadcast appearances during the 9/11 and 2001 anthrax crises.

### **Patricia Griffin, M.A.** – Associate Dean

Patricia Griffin '81 has served adult undergraduate and graduate students at Saint Joseph's for more than 27 years, she brings extensive experience as an academic, scholar, and administrator. She has led the formation and served as the director of the Criminal Justice and Public Safety Institute at Saint Joseph's as well as the Criminal Justice, Environmental Protection Safety Management, Homeland Security and Public Safety graduate programs for the University. During her tenure, the Institute launched a highly successful online M.S. in Criminal Justice and managed course offerings at four off campus locations. Ms. Griffin has been appointed to serve on several institutional committees, most recently Middle States Review, enterprise Systems Advisory Committee, Steering Committee for DegreeWorks implementation, and the Online Evaluation Subcommittee. Recognizing the value of collaboration with our Jesuit colleagues, Ms. Griffin also holds the following two leadership positions: Secretary/Treasurer of the Jesuit Deans of Adult and Continuing Education Committee (DACE) and Chairperson of the Jesuit Criminal Justice Educators Association. Pat serves as the Saint Joseph's University Chapter Advisor for Theta Kappa Chapter of Alpha Phi Sigma.

### **Sena Owereko, M.S.** – Director of Admissions and Recruitment

Sena Owereko '99 and '07 joined CPLS in March 2012 with over 13 years of combined professional experience in higher education administration, cooperative education, career services, and training. Prior to joining CPLS, Ms. Owereko served as the Manager of Advising Projects for the Council for Adult & Experiential Learning (CAEL). In addition Ms. Owereko has served in multiple roles at Saint Joseph's University that include Associate Director of Graduate Admissions, Associate Director of Multicultural Admissions, and Undergraduate Admissions Counselor with a focus on international student recruitment. Ms. Owereko holds an M.S. in Training & Organizational Development as well as a B.A. in International Relations from SJU and recently completed a Marketing Strategies for Business Leaders certificate from Cornell University.

### **Debbie Allen M.S.** – Director of Advising and Retention

Ms. Allen joined Saint Joseph's University in January 2009 as a full-time, professional academic advisor in University College (now known as the College of Professional and Liberal Studies). Ms. Allen joined CPLS with 17 years of professional work experience in private industry through her work with the DuPont Company in addition to 15 years in higher education. Her higher education experience included working in the office of Student Records and Registration at the Community College of Philadelphia and serving as the College's Registrar. Ms. Allen holds a B.A. in Mathematics from Fisk University and a M.S. in Human Resources Management from Wilmington University.

**Margaret Dugan, M.S.** – Director of Off Campus Programs

Ms. Dugan brings more than 15 years of experience working in higher education to her role in CPLS. Her previous work experience includes working for the Mayor’s Commission on Literacy, coordinating workforce education and literacy programs throughout the city of Philadelphia as part of Mayor Nutter’s vision to have an educated workforce and community. Ms. Dugan has presented workshops at the Pennsylvania Association for Adult Continuing Education (PAACE) annual conferences on new initiatives in providing workforce education programs. She holds a B.A. in Communications from Temple University and an M.S. in Management from Rosemont College.

**Art Martin, M.B.A.** – Director of Online and Continuing Education

Mr. Martin is a 35-year Information Technological (IT) professional with experience in Education and the Pharmaceutical, Telecommunication, Defense and Service industries. Mr. Martin’s primary roles within CPLS include for the development, implementation and growth of on-line, credit bearing undergraduate courses, an undergraduate on-line Bachelor’s Degree Completion Program and certificate programs. Art Martin has served as an Affiliate (Adjunct) Faculty member of both the Mathematics and Computer Science Departments here at Saint Joseph’s for the past twenty-eight (28) years. Mr. Martin holds both an MBA degree in Finance and a Bachelor’s degree in Mathematics from LaSalle University.

**Jacquelyn Petock** – Manager of Marketing and Communications

Ms. Petock joined the College of Professional and Liberal Studies as Marketing and Communications Manager in October 2012. Ms. Petock is a 2008 alumni of West Chester University with five years of marketing experience in strategy, online, collateral, research, public relations, advertising and budget development and management in the non-profit, healthcare and banking industries. Ms. Petock is working closely with University Communications on rebranding efforts to integrate CPLS with the Magis campaign.

**Donna Mandery** – Senior Administrative Assistant

Ms. Mandery has served with CPLS for 7 years and manages faculty scheduling, coordinating payment for adjunct faculty salaries, assisting with budget management and coordinating daily office operations.

**Marie Stortini** – Administrative Assistant

Ms. Stortini has been with CPLS for 13 years and serves as the coordinator for the College Level Examination Program (CLEP) offered at Saint Joseph’s University. Ms. Stortini also serves as the coordinator for the online applications administrative process. During her time with the department, she has also assisted with corporate outreach and off-campus programs.

**Melissa Serrano** – Administrative Assistant, Admissions

Ms. Serrano joined the CPLS staff in February 2012 from the International Student Network (ISN). Her professional career has included travel to over 20 countries with recruitment experience in Asia, South America, Europe, and the Middle East. She serves as the initial contact for admissions inquiries as well as customer service and administrative support through the admissions process.

## APPENDIX A

### College of Professional and Liberal Studies Partnerships

#### Campus-Based

- Community College of Philadelphia (CCP) - Renewal in progress
- Bucks County Community College (BCCC) - Renewal in progress
- Delaware County Community College - Renewal in progress
- City of Philadelphia (Tuition Discount) - Renewal in progress
- Burlington County College (BCC) - Pursuing Potential Partnership
- Montgomery County Community College (MC3) - Pursuing Potential Partnership

#### Online/Degree Completion

- Cumberland County College (CCNJ) - Agreements signed in March 2012
- Burlington County College (BCC) - In progress
- Ocean County College (OCC) - In progress
- Harrisburg Area Community College (HACC) - In progress
- Community College of Philadelphia (CCP) - In progress
- Reading Are Community College (RACC) - Pursuing Potential Partnership
- Westmoreland County Community College (WCCC) - Pursuing Potential Partnership
- Lackawanna College - Pursuing Potential Partnership
- Northampton Community College - Pursuing Potential Partnership
- Raritan Valley Community College - Pursuing Potential Partnership
- Mercer county Community College - Pursuing Potential Partnership
- Pennsylvania Highlands Community College - Pursuing Potential Partnership
- Atlantic Cape Community College - Pursuing Potential Partnership
- Wakefern Food Corporation- Pursuing Potential Partnership
- Bancroft Neurohealth/Bancroft Schools- Pursuing Potential Partnership

#### Off-Campus

- Independence Blue Cross (IBC) - 3 Active cohorts; 1 new scheduled for Fall 2013
- MainLine Health - 1 Active cohort
- AmeriHealth - 1 Active cohort
- Southeast Center - Active cohorts; 1 new scheduled for Fall 2013
- Wawa - Pursuing Potential Partnership

#### Professional

- Deltak - Collaborative Contract Agreement
- EdAssist - Participating school in tuition assistance management program
- ISM-Philly (Institution of Supply Management; Philadelphia chapter association)
- Ed2Go - SJU Professional/Non-credit partner

APPENDIX B

College of Professional and Liberal Studies Marketing Samples

**Moving ahead  
in your career.** It takes magis.

**SJU** SAINT JOSEPH'S UNIVERSITY

College of Professional and Liberal Studies | [sju.edu/pls](http://sju.edu/pls)

**Leading by  
example.** It takes magis.

**SJU** SAINT JOSEPH'S UNIVERSITY

**What's magis?** Challenging yourself. Doing the right thing. Going above and beyond, for yourself and for others. Whether you're starting your degree or completing it, Saint Joseph's can help you take your life and your career to the next level.

Saint Joseph's College of Professional and Liberal Studies offers adult students flexible, self-paced schedules, tuition discounts and a generous transfer credit policy.

Choose from more than 20 degree and professional certificate programs, including accounting, business administration, criminal justice, autism studies and pre-health sciences.

Live greater. Learn more about adult programs at [sju.edu/pls](http://sju.edu/pls).

**College of Professional and Liberal Studies**

Saint Joseph's University | 5600 City Avenue, Philadelphia, PA 19131

**Leading by  
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**College of Professional and Liberal Studies** | Saint Joseph's University | 5600 City Avenue, Philadelphia, PA 19131

## You're not a traditional student; your education shouldn't be, either.

### Adult students have different priorities.

That's why the College of Professional and Liberal Studies at Saint Joseph's University features one serving the needs of adults who are working toward undergraduate degrees or professional certifications.

The College of Professional and Liberal Studies (or PLS) is the adult arm of Saint Joseph's University. Maybe you want to advance at your current place of employment, begin a new career or fulfill a lifelong dream of completing a degree you've already started. We are here to make getting a Saint Joseph's University education convenient, relevant to your career goals and affordable.

### Every PLS student receives an automatic scholarship upon acceptance to the College of Professional and Liberal Studies. Why? Because we believe in the power of education. And we know how hard it is to commit to a school routine when you have other demanding obligations. This is just one of the ways SJU goes above and beyond to help adult students succeed.

**What's magis?** Magis is a Jesuit principle that guides all that we do at Saint Joseph's. It inspires us to dig deeper, develop our God-given talents and accomplish what we once might have considered impossible. In other words, magis calls us to live greater – not just for ourselves, but also for others. What better way to start than by expanding your education?



"Quote from student about what it's like to go back to school and how SJU/PLS has made it easy/possible for him/her to succeed."



## PLS offers more freedom for when, where and how you learn.

**Few adult education programs can match the variety of scheduling options and formats that SJU offers to help you meet your educational goals.** As an adult student, you can mix and match to create a schedule that works for you from weekday, evening, Saturday and online classes; special summer and winter sessions; and accelerated eight-week formats.

For even more convenience, we offer classes at an expanding number of off-campus locations. Accelerated degree completion programs are offered at satellite locations in Bucks, Chester, Delaware, Montgomery and Philadelphia counties. And we host customized degree and certificate programs at a number of corporate partner sites.

**SJU Online** Many PLS programs can be completed entirely online. And more have at least some course requirements that may be met through an online format. SJU Online employs the best technology to allow you to interact with your instructors and peers and make your online experience just as engaging as our live classes. For a complete list of online offerings visit [sjuprofessional.com](http://sjuprofessional.com).

"Quote from student about how they took advantage of the variety of ways to take classes."