Pathway Goal: Student Achievement

Action Item # 2-1

Report:
☒ Mid-Year: December 2016
☐ Year-End: April 2017

Action Item Description:
Further development of comprehensive undergraduate and graduate recruitment plans: GRADUATE.

Submitted By:
Name                Department
Kate Korgan          Graduate College

Working Group Members:
Name                Department
Kendall Hartley     Graduate College
Kara Wada           Graduate College
Sebern Coleman      Graduate College
Valarie Burke       Graduate College
Janet Dufek         Allied Health Sciences/Kinesiology

Provide a written overview of the year-long process for your working group. (You may use the “Process and Timeline” information from your action plan, if still applicable.)

We are working as two interlocking teams: one as listed above representing the Graduate College, the other led by Mike Sauer and representing UG admissions. Our GC team is working with Dr. Dufek who is chairing the Grad Top Tier Initiatives committee, as well as our R2PC Committee who charge substantially overlaps with this working group’s charge. Dean Korgan and AVP Sauer have been meeting and coordinating, and the overall group plans to meet before the end of the fall semester and again in spring.
What will your final product be at the end of the year? Such as, what metrics which will be used to assess your progress/achievement, will a report be generated, etc.?

We will establish graduate metrics, by College and campus-wide, to assess progress; we will also create Grad Radar Charts for every College and overall showing where we are and where we aspire to be on Grad Applications, Admissions, Matriculation, Overall Enrollment, GA funding, and Graduation rates. Finally, we will submit an end-of-year report.

Describe what has been accomplished so far this year.

We have begun our Grad College recruitment campus tours; we have begun closer collaboration with CAEO for pipeline programs and are coordinating with campus units to establish 3/2 and 4/1 programs; we are preparing to host our first ever visitation event in January for department’s prospective students; we have distributed Grad Radar Charts showing where every College is across our key metrics now and distributed Grad Program R2PC Plan Update reports that are due back in January.

Next steps

Collect graduate program and College R2PC plans and targets for Grad Radar Chart metrics in January. Use these to generate campus metrics and GEM/R2PC plan in spring. Generate final report.

You may have additional reference material. Please review the list below and click on the appropriate box to select.

☒ No additional reference material

OR

☐ Potential resources required (if identified)
☐ Any reports generated by this working group (if completed at this time)
☐ Metrics to be used

Any additional information you wish to share.

Thank you!
Pathway Goal: Student Achievement

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<th>Report:</th>
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| 2-1           | ☑ Mid-Year: December 2016  
|               | ☐ Year-End: April 2017 |

Action Item Description:

Further development of comprehensive undergraduate and graduate recruitment plans: UNDERGRADUATE.

Submitted By:

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<tr>
<th>Name</th>
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<td>Mike Sauer</td>
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Working Group Members:

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<tr>
<td>Aaron Brown</td>
<td>ASC</td>
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<td>Sunny Gittens</td>
<td>Student Engagement and Diversity</td>
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<tr>
<td>Craig Granger</td>
<td>Communications</td>
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<tr>
<td>Chris Heavey</td>
<td>College of Liberal Arts</td>
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<td>Tricia McCrory</td>
<td>Academic Advising</td>
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<td>Daniel Mendoza</td>
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<td>Keith Rogers</td>
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<td>Nikki Troxclair</td>
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Various members of Office of Admissions staff, depending upon each related task, have partnered with all departments included in this working group, at minimum. Some initiatives have required also working closely with the Deans of all Colleges. These include:

- Reducing faculty involvement in NSO, because this is a reinforcement initiative, and their time and expertise is needed at recruitment events.
- Creating NSO videos for all Colleges to be used in lieu of faculty involvement at these NSO programs.
- Modifying on-campus events so that faculty across relevant Colleges can highlight their Colleges to visiting prospective students/applicants on a regular basis throughout the year.
- Each Dean has written a letter welcoming admitted students to their respective College. Admissions mails these letters to students as they are admitted to the University on a rolling basis throughout the year. Additionally, an email communication is sent from each College’s Academic Advisement Center several days after the Dean welcome letter is mailed, on a rolling basis throughout the year.
- Admissions is partnering with those Deans whose Colleges have hired college recruiters to ensure that they are coordinating recruitment initiatives with the core admissions recruitment team, thus extending outreach without duplicating efforts.

What will your final product be at the end of the year? Such as, what metrics which will be used to assess your progress/achievement, will a report be generated, etc.?

The overall metric which essentially measures our collective success achieved through all recruitment initiatives is enrolling a better-qualified freshman class, resulting in a higher mean GPA and SAT and/or ACT test scores. Metrics are also used for many individual initiatives, such as rendering admission decisions within 3-5 days versus 4-5 weeks; higher yields from events and NSO; assessing engagement via use of web analytics to ensure effective engagement at all stages of the admissions funnel and communication flows; increase in applications from better-qualified students; increased attendance at campus events; improved responsiveness to inquires/applicants.

Describe what has been accomplished so far this year.

Please see attached document.

Next steps

The Office of Admissions will continue to enhance/improve the initiatives currently in place. The next year will be critical as Admissions partners with the MyUNLV team to build out our CRM, Salesforce. Upon completion, dramatic improvements can be made to all strategies being employed throughout the Admissions cycle.
You may have additional reference material. Please review the list below and click on the appropriate box to select.

☐ No additional reference material

OR

☐ Potential resources required (if identified)
☒ Any reports generated by this working group (if completed at this time)
☐ Metrics to be used

Any additional information you wish to share.
The focus of the Office of Admissions has been, and will continue to be, implementing strategic recruitment initiatives while improving engagement and enhancing overall customer service to prospective students and applicants throughout the life cycle of the Admissions funnel. Of equal importance is developing strong relationships and providing exceptional customer service to all relevant campus partners, as well as off campus/community constituents.

Because funding is very limited in Admissions, working smart, using existing funds wisely and leveraging human resources is imperative. Therefore, this past year, all facets (personnel and strategies) of the Admissions Office were assessed and appropriate changes made. These included, but were not limited to, re-organization of staffing/structure of the office (including student employees); individual role modification (for both Admissions Staff and Student Staff); application processing enhancements; assessing/improving recruitment outreach strategies; modifying on-campus recruitment events; involving faculty in recruitment versus reinforcement activities; staff development; and enhanced student engagement throughout the admissions funnel and all related strategies.

At the same time, it has been necessary for the admissions staff to undergo a complete paradigm shift and move to a model of customer service as the top priority in serving all constituents. This has affected not just how staff interact with prospective students and their families, but how staff treat one another and colleagues across campus.

Historically, admissions processes have been determined based upon what technology would allow rather than based upon what is in the best interest of the students served. Therefore, the need to be customer-service focused has required a paradigm shift philosophically as well as required technical changes in how we message to our students.

The following is an overview of what has been assessed and strategies employed, both over the course of the past year and moving forward:

**Organizational Changes**

In an effort to more effectively utilize Admissions staff members and reduce staff burn-out, roles have been modified and or completely altered. This is especially necessary due to the fact that the Office of Admissions also coordinates/implements NSO.

Changes included creating an Associate Director position to lead NSO, enabling the Director of Recruitment the ability to focus on recruitment specific strategies, versus recruitment and retention.

Created a position for Coordinator of Events and Tours to streamline event planning, while also involving this role in modified recruitment activities and NSO. Many changes have been made to events in an effort to widen the funnel, and more effectively utilize limited resources.
Developed a Lobby Receptionist position and Admissions Services Specialist position to effectively create a Welcome Center in the admissions lobby. This has resulted in improved customer service to all visitors, in the lobby, on phones and those who contact us via email.

Developed a new role for the Assistant Director for In-State Recruitment, which involves developing strong, relationships with administrators (superintendents, principals) of all CCSD high schools. These are the decision-makers and will enable us to make needed changes to overall CCSD recruitment strategies in an effort to increase efficiency in the future.

Modified roles of all Admission Counselors to more effectively utilize these positions. Admission Counselors now not only recruit, but play active roles in daily tours, event planning, NSO and other relevant office functions.

Hired a regional recruiter in Inland Empire California, which has resulted in a significant increase in applications from this targeted area.

Promoted Transfer Counselor to Transfer Coordinator as a first step in creating a UNLV Transfer Center in partnership with the Vice Provost for Academic Affairs/Office of Academic Advisement.

Creation of an Application Processing Management Team, including an Associate Director of Operations, Admissions Super-User and Processing Coordinator to oversee all application processes and related PeopleSoft needs. This has resulted in the ability to render admission decisions within 3-5 days versus a once 4-5 week timeframe and use daily metrics to track overall application processing.

**Application Processing Enhancements**

The current turnaround time for application processing has been assessed as part of the Office of Admissions Process Renewal Project Charter (available upon request). The processing team spent this past year working with an in-house (ESS) consultant to assess and revise the overall application evaluation process. Its focus was on developing and delivering process-monitoring tools, identifying and building necessary system enhancements and creating mechanisms that support improved process efficiency. All focal areas are aimed at reducing overall evaluation time for complete applications, freshman and transfer, to 5 business days or less. The renewal Project addressed the admission evaluation process from the point of student application to student commitment. The project is limited to making improvements within the framework of current technology and staffing resources. Upon completion of this project, roles and expertise are now in place in the Office of Admission which allow the office to work effectively with various areas on campus (i.e. Housing, Advising, etc.) to make necessary changes in PeopleSoft, allowing better communication and customer service to students from offices across campus.

Territory Management Teams have also been established to better serve applicants and school counselors. Teams consist of 1 Evaluator, 1 Processor and 1 Admission Counselor who are responsible for students in a finite set of high schools. Teams are determined based upon recruitment territories.
Campus Event Enhancements

In an effort to bring more CCSD (and out of state) students to campus, and to better serve/inform visitors during their time on campus, several strategies have been employed, including offering bus trips to CCSD students throughout the year for a day of programming. This gives them the opportunity to see campus at its most vibrant and for more students to visit.

Bus trips in the spring will also be offered to high-achieving CCSD juniors, celebrating African American heritage month in February; and Hispanic heritage month in March.

Admissions has partnered with the Deans of most off our academic colleges to offer Spotlight Tours. Prospective students and applicants can augment the more broad-based admissions tour and information session by spending 1.5 hours in any academic area of interest to them.

The Future Scholars Series continues to be a successful way to bring high achieving students to campus to focus on specific areas of interest (medical school, law, etc.).

Student Engagement/Communication Flows

It has been imperative that the Office of Admission improve responsiveness to inquiries and applicants throughout the stages of the funnel and throughout the year. Comprehensive communication flows have been developed for senior, junior and transfer inquiries. This includes engaging them across all platforms – mail, email, web and social media.

Additionally, communication flows have been developed for admitted students and for students that accept our offer of admission. Again, faculty involvement is critical, and letters are sent by Admissions from the Dean of every College depending upon the major choice of the admitted student. An email is also sent to connect them with their specific Academic Advising Center.

Finally, tele-counseling campaigns are in place for students and Admission Counselors to reach out to prospective students and applicants. Calls are made 5 days/week throughout the year.

A significant improvement made to these communication flows this year was that of partnering with the UNLV Communications Department to move all communication flow mailings to an off-campus mail house. This ensures immediacy of response when a student inquires to UNLV.

Recruitment Strategy Enhancements

In addition to the previously described role of the Assistant Director for In-State recruitment (personally connecting with CCSD administrators), all recruiting in CCSD has been evaluated and streamlined to ensure admission counselors are in the high schools as much as is necessary without duplicating efforts. Surveys have been administered to all CCSD high school counselors with extremely positive feedback received. Through the development of the previously described Territory Management Teams, relationships and efficiency in Admissions’ work with the high schools has dramatically improved. Additionally, the bus trips Admissions has provided has served many students who could not otherwise have visited campus.
In an effort to target both high-achieving students and underrepresented students, a specific recruitment plan has been developed for each population and is available upon request. Admissions is also partnering with the Office of Veterans Affairs to increase outreach to Veterans and better serve this population throughout the admissions process.

Six new Admission Counselors have been hired and trained this past year, and have shown significant growth and effectiveness in their roles. Admissions collaborated with departments across campus and provided 17 in–service training sessions over the course of the summer. Training continues throughout the year.

A regional recruiter has been hired for the Inland Empire in California, resulting in an increase in applications from this area. Future regional recruiter hires, provided funding is available, would potentially be in Seattle and Chicago.

The Recruitment Team has partnered with the College Recruiters in Honors, College of Education and the College of Engineering. This has resulted in better utilization of resources, a better informed staff across all departments, an increase in outreach and reduction in duplication of recruitment efforts. The Director of Recruitment involves College Recruiters in all recruitment team meetings and trainings, and engages in continued dialogue with both the recruiters and their supervisors as roles continue to be refined.

Overall results seen include:

- 1,197 high school visits and 196 high school college nights completed.
- Last year at this point in time, we had received 678 Nevada student applications, compared to a current 3,131. We have applications from 18 more high schools in Clark County at this time compared to this time last year. As far as Clark County admits are concerned, we have 2,131 this year compared to 270 admits at this time last year. Keep in mind, that there are no Alternate Admits included in our current 2,131 and last year they were included in the 270 figure. We have admits from 22 more high schools at this point in time this year compared to last year at this time.
- Due, in part to our regional recruiter in California, we have seen a significant increase in the number of applications from California students. This year, we have 420 applications from California at this time compared to 249 at this time last year. Our California admits are currently 136 compared to last year’s 39. In total, our out-of-state applications this year are at 1,195 compared to last year’s 651 at this time, and are from 9 additional states compared to what we had received last year. Out-of-state admits are currently 530 compared to 146 at this time last year, and come from 16 additional states. We currently have 816 accepts this year compared to 116 at this time last year; 655 are from Nevada compared to last year’s 78 and 161 are from out-of-state compared to last year’s 38.

Transfer-Specific Recruitment Strategies

- Collaborated with CSN to implement a Guaranteed Transfer Program (GTP) for students denied admission so UNLV.
- Established transfer agreements and general education waivers for select California transfer students based on application, yield and enrollment analysis. These agreements will increase if a proposal for a new position and creation of a UNLV Transfer Center is approved.
- Established guaranteed acceptance agreements with strategically identified 2 year institutions.
• Increased outreach to targeted 2 year colleges in large feeder areas.
• Partnered with UNLV Veterans Office to increase veteran enrollment and customer service provided to this population.
• Implemented and promoted Transferology to cultivate new inquiries.
• Hosted Transfer “Next Step” presentations in conjunction with UNLV Transition Advisors.
• Hosted transfer application workshops at select transfer institutions.
• Developed Transfer Territory Management Team reports for better cultivation and follow-up of transfer students throughout the admissions funnel.

Enhanced Messaging/Publication Development

All emails and publications have been re-designed and messaging improved, clearly promoting UNLV as a leading research university. Currently the Office of Admissions and Communications Department are collaborating to re-design the signature piece, the Viewbook. All admissions publications will then be updated and will adhere to the branding campaign of "Daring, Different, Diverse". Additionally, a new admissions presentation reflecting the same campaign will be developed as well as an admissions video.

Faculty Involvement in Recruitment versus Reinforcement

The Office of Admissions has initiated a major paradigm shift in how they partner with faculty in recruitment. In the past, faculty have played an active role in NSO, leaving limited time for involvement in recruitment on a regular basis. It is critical that faculty's valuable time be used wisely and effectively. Therefore, Admissions and Communications is currently in the midst of developing a 10 minute video for every college to be used at NSO sessions. This will allow for more participation in recruitment events on a regular basis. The first initiative that has been implemented this past year are Spotlight Tours. Each college hosts visiting students during the day, during the week, when things are active, for an hour to hour and a half tour/overview of their college. This is to augment the regular admissions information session/tour.

Higher-achieving students are more demanding, therefore it is critical that Admissions be responsive in meeting their needs. Individual interviews following the admission tours are now also being offered, as well as sitting in on class with a Rebel Recruiter. Enhancements to meet these more demanding needs will continue to be made, as UNLV continues to attract more highly qualified students.

Strategies implemented to improve academic profile of enrolling freshman

• An application deadline has been imposed and adhered to, which supports a reduction in the number of late enrollees, who tend to be under-prepared and persist at a lower rate than better-prepared students.
• A reduction in the number of alternate admits from 600 to 150 was made. Even with enrolling 450 fewer alternate admits, last fall saw an increase of 62 freshmen enrollees. Had we continued to enroll the usual 600 alt admits, we would have been up 500 enrollees. Therefore, we ultimately enrolled 500+ additional students this year, all of whom met BOR admission criteria. This involved developing a first-time waitlist process for these students. Territory Management teams and Faculty Senate Appeals Committee reviewed and approved those that were offered admission based on a holistic review (first-time as well) on each of 2 dates – April 1 and July 1.
• Began admitting by major for select Colleges, including Business, Engineering and Science. For those that do not meet math pre-requisites, a new program, Major Pathways, was developed in partnership with the Academic Success Center (ASC) to allow underqualified students to work with an ASC advisor to either meet degree requirements or select a more realistic major. To date, more than 60% of Fall, 2016 enrollees have been moved into their first major choice within a month of enrollment.

• Overall infrastructure was re-established in the Office of Admissions to allow for improved customer service in all initiatives.

• Early Outreach Program initiatives continue to be refined in an effort to provide access to and potential for success for elementary and middle school students in gaining admission to post-secondary schools. An additional aspect of importance is the implementation of family participation strategies and activities as well as providing appropriate information to these constituents. These include, but are not limited to, college readiness, career development, financial literacy, study skills, academic programs and linkage between college and careers. This past year, the program served approximately 9,000 students and 1,400 parents.