Pathway Goal: Student Achievement

Action Item # 2-1 (UG)

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

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

Submitted By:
Name: Mike Sauer  Department: ESS

Working Group Members:
Name                  Department
Aaron Brown           ASC
Sunny Gittens         Student Engagement and Diversity
Craig Granger         Communications
Chris Heavey          College of Liberal Arts
Tricia McCrory        Academic Advising
Daniel Mendoza        College of Education
Keith Rogers          CAEO
Nikki Troxclair       Communications
Provide a written overview of the year-long process for your working group.

ESS and the Graduate College have produced strategic plans for recruitment. Office of Admissions is engaging colleges in targeted recruitment efforts.

- Student-related units on campus work together to find new ways to collaborate and coordinate recruitment, admissions, retention, and graduation activities.
- Reevaluate the process for recruiting undergraduates and graduate/professional students including key student recruiting geographic areas, especially those in the Western region (including Hawaii) and internationally.
- Colleges develop student recruiting plans to further Top Tier goals and work with President/Provost to develop College metrics for the year.

2016-17 Accomplishments

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:

- Reduced faculty involvement in NSO, because this is a reinforcement initiative, and their time and expertise is needed at recruitment events.
- Most NSO videos have been created (a few remaining to be completed by May 1, 2017) for 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. Recent conversations involve reducing the scope of each college tour to that of more of an “office hour” on a weekly basis to capture more visitors throughout the year and more efficiently use faculty time. College of Business is piloting this approach beginning July, 2017 and results will be shared in our fall report. If effective, remaining Colleges will be invited to mirror this approach.
- An email communication is sent from each College’s Academic Advisement Center 28 days after admission, 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.
- Admissions is partnering closely with CAEO staff in all high schools throughout the year; partnering in on-going admissions presentation and following up in tandem with applicants through to enrollment.
- Admissions will work with all Colleges and relevant student life personnel to host admitted students at 2 campus-wide programs – one in fall and one in spring - known as Destination UNLV. These are essentially “pre-orientation” programs and critical engagement programs.
- Admissions is currently partnering with Central Marketing and ESS Marketing to develop a suite of new publications, video and Admissions Presentation incorporating brand of Different. Daring. Diverse.
- Admissions has enhanced messaging across all platforms and to all constituents, elevating the impression of UNLV to that of a top tier, university.
- Admissions is partnering with all Housing units, to include U District, to appropriately communicate housing options to all admitted students and ensure consistency in messaging.
2016-17 Accomplishments (continued)

• Currently evaluating roles of faculty and how Colleges promote themselves at spring and fall Rebel Preview Open House programs.
• Admissions is expanding bus trip opportunities to CCSD students throughout the fall term (seniors) and more targeted spring bus trips (juniors). Spring trips, to date, include a February trip dedicated to African American Scholars and March, Hispanic Scholars.
• Admissions has formed a Multicultural Recruitment Team to be dedicated to the recruitment of underrepresented students and creating a college going culture for these students.
• Admissions is actively partnering with ESS EAS team to expand the use of Salesforce CRM.
• Admissions will implement the national Common Application for 2018 cycle.

Executive Director of Admissions is co-chairing the campus Signage Committee in an effort to ensure consistency in signage and enhance the look and wayfinding needs of the campus community.

Metrics:

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 inquiries/applicants.

Recommendations

See above.

2017-18 Next steps

• What should the goals / activities be for the subcommittee?
• Who should be responsible?

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.

Please review the list below and “X” the appropriate box(es).

☐ Potential resources required
☐ Any reports generated by this working group
☐ Metrics to be used
☒ No additional reference material
Pathway Goal: Student Achievement

Action Item Description:

Further development of comprehensive undergraduate and graduate recruitment plans: graduate-level.

Submitted By:

<table>
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<tr>
<th>Name</th>
<th>Department</th>
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<td>Kate Korgan</td>
<td>Graduate College</td>
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Working Group Members:

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<td>Kendall Hartley</td>
<td>Graduate College</td>
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<td>Kara Wada</td>
<td>Graduate College</td>
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<td>Sebern Coleman</td>
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<td>Valarie Burke</td>
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<td>Janet Dufek</td>
<td>Allied Health Sciences/Kinesiology</td>
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Provide a written overview of the year-long process for your working group.

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 Top Tier R2PC Committee whose charge substantially overlaps with this working group’s mission; indeed her committee’s report and this report are substantially the same as both are addressing graduate R2PC (Recruitment, Retention, Progression, Completion) and GEM (Graduate Enrollment Management) initiatives. Dean Korgan and AVP Sauer have met and coordinated on this as much as is reasonable given the significant differences between UG and GR models for addressing recruitment, admissions, retention, progression, and completion. We have another coordinating meeting on admissions/enrollment projections and related matters scheduled for later this month.
### Comprehensive Campus-wide GEM Plan
This project will be completed by the end of the spring semester. We have worked with graduate programs and deans throughout the year to update last year’s R2PC strategic plans, identify graduate radar chart goals for graduate applications, admissions, matriculations, enrollment, GAs, and graduation (by doctoral, other grad, and all). This will result in a comprehensive assessment of our campus graduate enrollment management and will drive hands-on strategies for strategic R2PC with programs next academic year.

### Recruitment, Retention, Completion Projections
By the end of the semester we will have models for Masters and doctoral growth to meet top tier metrics. Specifically, we have been working on comprehensive models for graduate recruitment, as well as progression and completion so that we can understand our overall recruitment, admissions, enrollment, and completion needs to meet our top tier goals. We will then be able to compare the campus GEM plan to our models of projected need to meet our goals, which will provide an assessment of whether we’re on track, ahead, or lagging behind on progress toward our goals. Then, next year, we’ll need to discuss whether it’s strategic to adjust some priorities and resources accordingly.

### Data Needs Assessment
We completed a comprehensive assessment of campus data and reporting needs related to graduate education and support for GEM. This document was shared with Decision Support but implementation is on hold until the office is more fully staffed. Without high quality and reliable, consistent data, it will be very difficult to track R2PC and project GEM outcomes.

### Grad Rebel Gateway Project
Phase 1 of the GRG project was completed this year (applications, admissions, GAs, scholarship/fellowship applications, assessment, and decisions), though there will be ongoing development especially around recruitment communications, tracking, and reporting. Phase 2 of the GRG project was conceptualized and planned this year with our vendor partners (Salesforce, EnrollmentRx, Docusign), and early stage implementation will begin late this spring. GRG P2 will focus on RPC support to students, faculty, and staff from initial enrollment to first alumni placement. It is an ambitious, state-of-the-field approach that has already resulted in regional and national conference presentations, and an upcoming nationwide webinar to feature our system and strategies.

### Pipeline Programs
We have been working with a wide variety of offices across campus (Provost’s office, registrar, UG admissions, MyUNLV team, financial aid, finance, and others) to coordinate a comprehensive approach to managing four types of pipelines into graduate school. They are: 1) 4+1 fast tracks for UGs to segue seamlessly into graduate programs on a shortened timeline; 2) HS to graduate school tracks; 3) US regional 3+2 and 4+1 programs with NSC and other institutions; and 4) international 3+2, 4+1, and accelerated graduate programs. The final campus-wide document establishing these paths and tracking students in existing systems will be ready by summer after a few final, coordinating meetings to review the final plans.
Recommendations

1. Develop and incorporate recruitment marketing, communications, and packets into Grad Rebel Gateway and admissions funnel process.
2. Establish a fund to support graduate recruitment initiatives, including purchasing GRE lists, producing and distributing (paper/mail and electronic) marketing materials, and recruitment travel funds. We have requested $50,000 in the Graduate College budget request to support these endeavors. Investments will be made in programs where we have identified a desire and opportunity for targeted growth and excellence.
3. Work with Decision Support and others to implement data and reporting needs.
4. Continue development and implementation of Grad Rebel Gateway to support recruitment, admissions, funding, and RPC.
5. Development grad program “one-sheets” for recruitment, development, and advisement purposes.
6. Implement campus GEM plan and identify areas of growth, investment, and more intensive recruitment; establish detailed recruitment plans for these programs.
7. Compare the campus GEM plan to our new models of projected Masters and doctoral student applications, admissions, enrollment, which will provide an assessment of whether we’re on track, ahead, or lagging behind on progress toward our goals. Then, next year, we’ll need to discuss whether it’s strategic to adjust some priorities and resources accordingly.
8. Identify partners for our pipeline programs, develop strategic marketing plans, and implement them.

2017-18 Next steps
- What should the goals / activities be for the subcommittee?
- Who should be responsible?

This committee should be combined with the R2PC/GEM working group in its entirety next year, given the overlapping and substantially similar missions and goals. Kate Korgan should be responsible for coordination between that committee and the Graduate College (including the GCEC and Graduate Council) to ensure seamless integration and advancement of our top tier R2PC and GEM goals.

Please review the list below and “X” the appropriate box(es).

☐ Potential resources required
☐ Any reports generated by this working group
☐ Metrics to be used
☐ No additional reference material

Any additional information you wish to share.