

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
Senate Committee on Admissions
(Final; Information)

AD.13.01 2013 Enrollment Management Goals and Office of Undergraduate Admissions Goals

Office of Enrollment Management FY13 Goals

- I. Enhance the Enrollment Management Organization and Culture at the University of Illinois**
1. Enhance the current Enrollment Management infrastructure and culture and further embrace data-driven decision making to support University enrollment goals.
 - a. Lead an Office of Enrollment Management that identifies and efficiently coordinates and resolves enrollment-related issues, supports the academic mission of the University, and shares and interprets data to assist in both short-term and long-term decision making.
 - b. Create an expanded Enrollment Leadership Team that meets regularly to proactively move goals forward, respond to new initiatives, and uphold the campus leadership to national and campus enrollment trends.
 - c. Meet with each academic unit that enrolls new freshmen and transfer students to determine: a. their optimal undergraduate population and b. establish a plan to meet that target with a combination of freshmen, transfer, and intercampus transfer students.
 2. Create a culture among Enrollment Management units that promotes customer service and proactively identifies opportunities for collaboration among EM units and colleges and other campus units.
 - a. Establish an integrated communication plan for newly admitted students, including an online dynamic list of next steps to improve yield and decrease summer melt.
 - b. Develop and implement a plan to optimize staffing models, job responsibilities, and reporting lines that best support the day-to-day operations and goals of each of the respective offices and enrollment management. Enhance training and collaboration between units and provide pathways for job and salary progression.
 - c. Explore ways to manage incoming phone and email communication across units from external audiences. Reduce wait time for callers, and respond to electronic inquiries within 48 hours. Provide personalized interactions that build upon other communications.
 3. Develop a plan to proactively communicate Enrollment Management goals and strategies to the broader campus community in order to gain support for and to improve campus-wide enrollment coordination efforts.
 - a. Attend and share information on a regular basis at the Council of Undergraduate Deans.
 - b. Host an Enrollment Summit in August and two additional campus updates meetings each year.
 - c. Establish an enrollment management website to share information, data reports, and presentations.

II. Efficiently Manage the Undergraduate Admissions Recruitment, Selection, and Enrollment Process for Freshmen and Transfer Students

1. Meet the fall 2013 first-year fall enrollment goal of 7,000 and transfer goal of 1,400 and improve the quality and diversity of the freshman class.
 - a. Increase the total number and overall percentage of underrepresented students in the freshman class.
 - b. Increase the total percentage of domestic nonresidents in the freshman class.
 - c. Increase the overall academic quality of the freshman class and in each individual college.
2. Increase first-year applications to exceed 32,000 for fall 2013, including:
 - a. Maintain or expand the diversity of the applicant pool to include more underrepresented students.
 - b. Increase the total number of applications from domestic nonresidents.
3. Increase the transfer applications to exceed 4,500.
 - a. Increase the number of underrepresented transfer student applications, admission, and enrollment.
 - b. Increase the percent of students that enroll from Illinois community colleges.

III. Enhance Marketing and Communication Efforts to Increase Interest from Prospective Students, Parents, and Other Key Influencers

1. Led by the Enrollment Management Communication Unit, work with the academic college and other units to establish clear messages and a consistent look for all communications sent to prospective and admitted students and their families.
2. Personalize the campus experience by providing individual experiences, incorporating faculty interaction, and showcasing additional campus facilities.
3. Develop a plan in partnership with Public Affairs staff to increase placement in higher education sources and influential local, regional, and national newspapers (e.g. Chronicle, Inside Higher Education, Chicago Tribune, Sun Times) establishing EM as an “expert” on national issues related to Enrollment Management.
4. Present at national and regional conferences, and participate in leadership positions in organizations that influence enrollment management decision makers.

IV. Strengthen the Institutional Aid Strategy

1. Enhance the University’s capability to proactively predict and control institutional aid resources to improve affordability, positively impact in-state and out-of-state yield, enhance quality and diversity, and maximize net tuition revenue.
2. Continue to provide data and information on affordability and access to the University of Illinois. Provide sources of funding, including college contributions, to better understand all sources of funding.

3. Continue to develop partnerships with the colleges to identify and award top students as soon as possible after the admission offer and send one “Big-Bang” scholarship letter with all campus and college awards.
4. Explore ways to streamline the scholarship awarding process, including exploring a Scholarship Office.

V. Retention

1. Work with the Office of Planning and Budgeting to analyze retention and graduation rates, make recommendations for admissions selection, and review campus resources to improve retention and graduation rates.
2. In collaboration with the Council of Undergraduate Deans, improve and streamline the ICT process to better communicate opportunities for students and predict class availability and classroom space needs.
3. In collaboration with Student Affairs and the academic colleges, identify the numerous mentoring and academic assistance programs. Determine how best to reduce duplication of efforts and how to target at-risk students.

Office of Undergraduate Admissions (OUA) FY13 Goals

I. Efficiently Manage the Admissions Selection Process for New Freshmen and Transfer Students and Meet Campus Targets for Each College

1. Increase first-year applications to exceed 32,000 for fall 2013 including:
 - a. Maintain or expand the diversity of Illinois’s applicant pool to include more underrepresented students.
 - b. Increase the total number of applications from domestic nonresidents.
2. Increase the quality and diversity of the freshman class.
 - a. Increase the overall academic quality of the freshman class and in each individual college.
 - b. Increase the percentage of Illinois residents who are African American and score a 30 or above on the ACT and apply to Illinois to 57% (currently 53.5) and to 76 percent for Latina/Latino students (currently 72.8).
 - c. Increase the percentage of Illinois students who score at 32 on the ACT and apply to Illinois to 67 percent (currently 64%).
 - d. Increase the number of underrepresented students who enroll at Illinois.
 - e. Increase the number of domestic nonresident students who enroll at Illinois.
3. Increase the transfer applications to exceed 4,500.
 - a. Increase the number of underrepresented transfer student applicants.
 - b. Increase the number of applications from Illinois community colleges.
 - c. Develop a pilot pathway program with Danville Area Community College.

4. Continue to improve our freshman review process to ensure consistent decisions. More effectively manage the redirect process and manage the day-to-day numbers of applicants at multiple stages.
 - a. Establish continual training sessions throughout the review cycle.
 - b. Introduce a pilot alternate choice process with nonresident Business & Engineering applicants.
5. Implement an Enrollment Fee at the point of acceptance to better project enrollment.

II. Enhance State, Regional, and National Recruitment Efforts to Increase Interest from Prospective Students, Parents, and Other Key Influencers

1. Expand outreach and build a stronger relationship with Chicago Public School administrators and counselors through programming and communications facilitated through our Chicago Satellite Office.
 - a. Implement a program for CPS counselors and provide information regarding the opportunities and services at Illinois that result in successful college experiences for their students.
 - b. Continue campus visit programs for select CPS high schools to increase and strengthen the pipeline of diverse students considering Illinois.
 - c. Partner with CPS administrators and other campus departments such as I-Stem to increase the number of students who apply and attend Illinois.
2. Increase our national presence and develop new recruitment initiatives across the United States.
 - a. Expand presence in the Northeast and Southern California as these markets continue to show significant opportunities for growth.
 - b. Develop a strategy in new markets including the southeast and areas of potential growth for our underrepresented populations.
 - c. Utilize technology such as Cappex and CollegeWeekLive to initiative new contacts and build relationships with prospective students.
3. Hire a Director of Outreach and Recruitment.
 - a. Director will interpret survey results to make modifications to recruitment initiatives as well as create new events and visits based on data collection and benchmarking.
 - b. Analyze Talisma data to develop varying strategies to improve upon impact of communications.
 - c. Develop a comprehensive training program for new staff as well as a continuous training program for counseling staff.
4. Continue to diversify and maintain the first-year international applicant pool in both countries of origin and across a variety of majors and programs.
 - a. Expand spring visits to countries in which we wish to build a stronger pipeline by reaching students earlier in the college search timeline.
5. Improve the campus visit experience by providing additional opportunities to meet with college faculty, specifically for admitted students.

6. Track effectiveness and evaluate all efforts on an annual basis.

III. Build Partnerships on Campus

1. Proactively communicate goals and strategies to the broader campus community in order to gain support for and to improve campus-wide recruitment and coordination efforts.
 - a. Continue the Recruitment Committee to expand conversations to be more data driven and to discuss both short-term and long-term strategies.
 - b. Host on-campus programs each year that are open to staff and faculty to educate the campus community on the various aspects of admissions and how they relate to the overall retention of students.
2. Work with the colleges and other units to provide consistent information and registration opportunities for new students and their families.
 - a. Increase and enhance opportunities for students from Chicago Public Schools to complete the registration process.
 - b. Stream line communications sent from various departments to provide a more consistent message.
 - c. Improve upon online advising to make the process more user-friendly and efficient for students and colleges.

IV. Continue to Increase Efficiency and Outreach Efforts by Using the Latest Technology and Building Related Business Processes

1. Upgrade the Event Management system to allow for an improved process in scheduling recruitment events.
2. Develop a dynamic admitted checklist, which would allow students to virtually check off the appropriate steps needed to ensure enrollment.
3. Explore several options for moving to a new online freshman application with a projected deployment for the 2014 application cycle.
4. Create a community college advisor website in which community college staff could check on the status of their students' applications, similar to the high school counselor website.

V. Develop a Scholarship and Recruitment Strategy to Better Yield High Ability and Underrepresented Students

1. Develop a strategy to best leverage aid to meet campus goals.
 - a. Explore hiring a consultant to do detailed analysis of current merit aid usage and recommendations for improved strategies.
 - b. Use data from newly developed merit awards to determine changes and additions to awarding criteria.
2. Create a scholarship web site.
 - a. Research effective ways to communicate scholarship information through benchmarking and focus groups.

3. Implement new recruitment strategies for both prospective and admitted students.
 - a. Develop a campaign for Ron Brown Scholars.
 - b. Create an application generating mailing for PAP Honors students.
 - c. Implement a yield event for PAP honors students in the spring.
 - d. Compile a faculty contact list for Scholar Visits.
 - e. Expand marketing of the UAS Scholarship to primary markets through an expanded SAT/Act Search.

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