

Office of Admissions  
2017-2018 Annual Report  
Departmental Core Objectives and Staff Excellence

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October 2017

## MISSION STATEMENT

The mission of the Office of Admissions is to promote the University of Utah and higher education in a positive, honest, informed, and personalized manner. The Office of Admissions strives to recruit a diverse and talented student body that reflects the University's standard of excellence in all disciplines and mission as the flagship institution for Utah. Additionally, it has the responsibility to accurately represent the programs, policies, and the identity of the University while evaluating student admissions and residency applications in a confidential, secure, efficient, and student-oriented way.

Our mission is accomplished by:

- Representing the University through aggressive recruitment and outreach plans both off campus and in communities throughout Utah and the world as well as through innovative and welcoming campus visit programs.
- Formulating relationships with high school counselors and other educators as well as key stakeholders to meet the goals of the University's Strategic Enrollment Management plan.
- Partnering with other University programs and offices to do outreach and ensure access to all communities of the state of Utah and to bring in a diverse and talent student body that can be retained and will graduate from the University.
- Holistically reviewing admission applications in a fair and consistent matter as approved and guided by the Credit and Admissions committee.
- Evaluating transcripts and processing all graduate applications.
- Notifying all applicants of their admission status in an efficient and timely manner.
- Determining students' residency status for tuition purposes.
- Evaluating, articulating and posting transfer credit from other institutions in a concise and transparent manner.
- Evaluating and posting credit by examination (e.g. AP, IB, CLEP, Challenge, language and other special credit).

### I. Departmental Core Objectives

#### a. Alignment with Student Affairs Strategic Objectives

*Brand Awareness:* Due to the office's role in working with prospective students and families, schools, as well as community organizations, we strive for consistent and centralized messaging that upholds the branding standards set forth by the University, while strategically expanding the University's footprint to areas where our brand is not as strong or has not been established.

*Class Shaping:* The Office of Admissions invests a significant amount of financial resources towards the recruitment of diverse and talented students. These efforts are designed to ensure access, increase the academic profile of entering students as well as ensure economic sustainability. These efforts include but are not limited to in-state and out-of-state recruitment activities, campus programs, and marketing and communication.

*Campus Experience:* As the "front door" to the University, the office strives to make sure that every interaction is at a standard that makes an excellent impression on those that interact with

the University. The office provides opportunities for campus visitors to have a first-rate experience that showcases the numerous opportunities available to prospective students and families and demonstrates to them why they should consider the University of Utah.

*Seamless Navigation:* The office continues to review and update its processes as a way to eliminate unnecessary bureaucracy and strive toward clear and concise instructions and expectations for important admissions related processes (admissions application, scholarship consideration, Honors selection, residency classification, etc.)

Our office's core objectives aid us meeting the following Student Affairs Strategic Objectives: (3) Engage the University of Utah to develop a strategic enrollment management process that supports student success, promotes institutional vitality and fulfills the institutional mission; (4) promote diversity and inclusion to fulfill our commitment to all students, staff and faculty; (6) use assessment and research to inform decision-making and best practices that serve the needs of, and engage, students to promote holistic student success.

## **b. Supporting Programs, Services, and Initiatives**

### **i. Goals and Outcomes**

Below represents seven overarching office-wide goals that encompass the expressed core objectives: brand awareness; class shaping; campus experience; and seamless navigation.

*Goal 1:* To develop and implement a robust and segmented communications plan targeting key student populations (*Ex: high school students, grades 9-12, high achieving, diversity, women, international, transfer, veterans and returning students*).

*Outcome 1a:* Increase the number of students that demonstrate interest in, apply to and enroll in the University of Utah.

*Assessment for Goal #1:*

**Communications:** All audiences received a variety of communications through email, print, web and social media. Fall communications to prospective students focused heavily on the December 1 priority application date and included viewbooks, freshman and transfer travel brochures, Facebook posts, on and off campus events invitations (e.g. Bringing the U to You and Connecting U events) and reminder emails. Spring communications focused on the value proposition of the University and the next steps after admissions and our "yield" events. These communications included our admission packet, welcome letter from the UOSFA, welcome letter from each college dean, welcome letter from the Office of Student Equity & Diversity, welcome letter from the Women's Enrollment Initiative, and our yield books.

We also produced a campus visit mail piece to encourage summer campus visits and a Junior brochure sent to rising seniors.

**Audiences:** Communications were sent to prospective students, high school counselors, and alumni and parent volunteers. Our main audience included the

following four groups of high school seniors: high achieving, diversity, women and general populations.

High school counselors received monthly newsletters from September to May, as well as a postcard and emails regarding our annual Counselor Conference.

**Results:** Between July 1, 2016 and August 30, 2017 approximately 660 unique emails were sent (up 234 or 55% over last year). Our open rates ranged from 25% to 65% for freshmen and 40% to 90% for transfers (well above national averages for e-mail communications).

**Recruitment:** Calling campaigns and chat events were conducted to move students through the admissions funnel. Multiple calling campaigns and chat events were developed to target: (1) freshman applicants who were missing application credentials prior to December 1, February 1, April 1 and the late application period; (2) admitted freshman and transfer students who had not confirmed and/or deposited by May 1; (3) admitted freshman awarded scholarships who had not accepted scholarships, confirmed intent to enroll and/or paid enrollment deposit by May 1; (4) admitted freshman who had questions about their next steps towards enrollment; (5) registration and reminder campaign for students to attend on and off-campus programs; (6) college and departmental calling campaigns to recruit students to specific programs and majors; (7) Alumni and Parent Volunteers campaigns focused on admitted freshman with/without scholarships to confirm intent to enroll and pay enrollment deposit.

Each calling campaign was designed to create a “call to action” for the target audience such as to complete an admissions application, confirm intent to enroll, pay the enrollment deposit, enroll in a departmental program, or participate in an admissions program/event. Various University staff were involved in the calling campaigns, including admissions staff, University ambassadors, departmental staff, departmental ambassadors, alumni and parent volunteers. The following table outlines the calling campaigns and chat events conducted throughout the 2016-17 admissions cycle, the target population and outcome data from these communication activities. Note that “success” in each of the campaigns means that the caller spoke with either the student or a parent.

Calling Campaign	Target Audience	Total Contacts	Total Called	Completed Calls	Success Rates
Expect the Great Registration Reminder	Black, African and African American freshman, transfer and college students throughout Utah	622	575	138	107
Freshman Applicants	Freshman who applied for summer/fall 2017 with all credentials, but were missing the application fee	1319	1315	476	408

Freshman Admits	Freshman admits who have not confirmed/deposited with a 3.0+ GPA, 22+ ACT or 1100+SAT	1694	683	150	26
Freshman Admits with Scholarships	Freshman admits who accepted a scholarship but did not deposit	852	843	372	324
Freshman Admits	Freshman admits who accepted scholarships, completed housing application or confirmed intent to enroll, but did not confirm and deposit	559	534	149	72
Freshman Admits	Freshman admits deferred, confirmed intent to enroll and/or accepted scholarship, but did not deposit	101	98	41	32
Transfer Admits	Transfer students who did not confirm intent to enroll and pay enrollment deposit	895	862	260	150
Alumni & Parent Association Freshman Admits with Scholarships	Freshman admits awarded cash at entrance scholarships and did not confirmed intent to enroll and/or deposited	513	65	21	10
College of Architecture + Planning Calls to Direct Admits	Freshman direct admits that did not attend Red White and U	107	107	21	9
College of Social & Behavior Science (CSBS) Call to Pre-majors	College of Social & Behavioral Science (CSBS) to freshman admits interested in CSBS majors	440	326	79	63
Transfers Completed New Student Orientation and Not Registered	Transfers who completed New Student Orientation and did not register for classes	923	538	187	178
Freshman Completed New Student Orientation and Not Registered	Freshman who completed New Student Orientation and did not register for classes	141	137	61	51
Freshman Not Registered for New Student Orientation	Freshman deposited and did not register for New Student Orientation	1324	1315	477	413
Mechanical Engineering Pre-majors Not Confirmed/Deposited	Freshman pre-majors who did not confirm intent to enroll and/or deposit	27	22	7	1

Mechanical Engineering Deposited and Incomplete New Student Orientation	Mechanical engineering freshman who paid deposit and did not complete New Student Orientation	13	8	2	1
Freshman Scholarship Reception Invite/Reminder	Freshman awarded scholarships and invited to the reception.	895	266	66	42
Business Scholars	Reminder to freshman admitted to Business Scholars to enroll and deposit	158	94	27	16
Connecting U Day Reminder	Reminder calls to students registered for the September 17, 2016 CUD event	170	100	33	10
International Freshman and Transfer Admits	Follow up call for international freshman/transfer admits	109	107	52	40

Chat Night	Targeted Audience	Participants
International India, October 19	Inquiries and applicants in India with questions regarding admissions and their next steps	2
International India, October 20	Inquiries and applicants in India with questions regarding admissions and their next steps	2
International Latin America, November 1	Inquiries and applicants in Latin America with questions regarding admissions and their next steps	1
International Latin America, November 2	Inquiries and applicants in Latin America with questions regarding admissions and their next steps	3
International Admitted Students, March 3 (morning/afternoon)	Admitted international students with questions about their next steps and all other general questions	7
International Admitted Students, March 3 (evening)	Admitted international students with questions about their next steps and all other general questions	4
New to the U Chat Night, March 21	Admitted freshman and transfer students with questions regarding their next steps	61
New to the U Chat Night, April 18	Admitted freshman and transfer students with questions regarding their next steps	36

*Goal #2:* To strategically increase our recruitment footprint by identifying and engaging new market areas domestically and internationally.

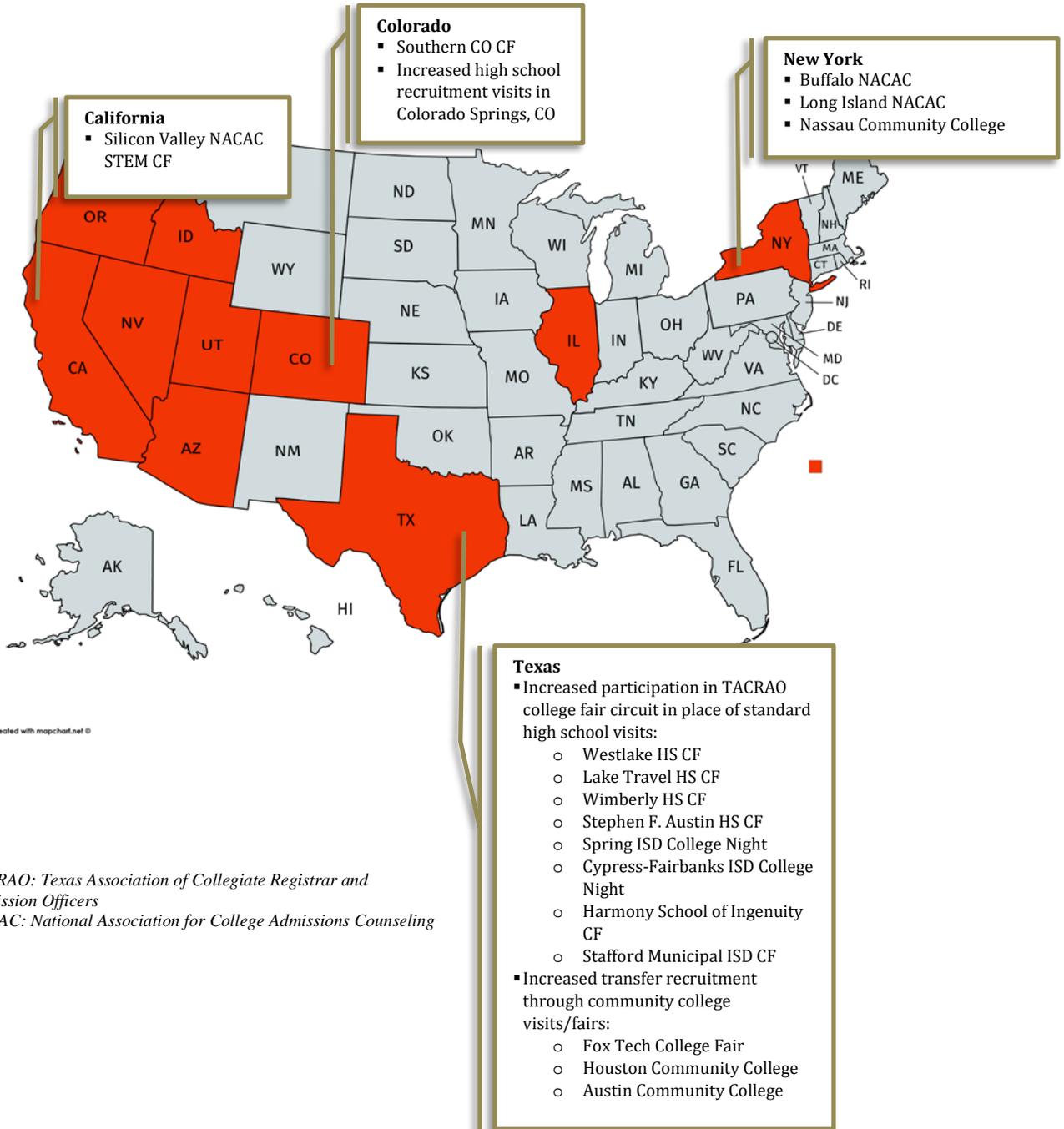
*Outcome 2a:* Increase the number of students that demonstrate interest in, apply to and enroll in the University of Utah.

*Assessment for Goal #2:*

**Recruitment:** We maintained recruitment travel in previous markets and completed our last year of recruitment travel to New York. We will wrap up recruitment travel to New York and shift our focus back west in order to better saturate the market. We expanded our out-of-state recruitment footprint through the participation in new

college fairs (CF) and school visits in the Colorado, New York, and Texas, as illustrated below.

## 2016-17 Recruitment Target Markets and New College Fairs



TACRAO: Texas Association of Collegiate Registrar and Admission Officers  
 NACAC: National Association for College Admissions Counseling

We experienced growth in-state and out-of-state, especially in the states where we actively recruited, as reflected in the enrollment funnel synopsis data. Our territory managers were more strategic this year by identifying specific schools and regions in their in and out-of-state territories that would likely yield student enrollment at the University of Utah.

We maintained strategic visits to specific tier 1 and tier 2 high schools throughout Utah. Strategic visits consisted of Counselor Welcome Back Visits, Post High School Tour, Utah College Application Week, Admitted Senior Visits and Junior Visits. We were intentional about the frequency of our visits specifically in more competitive in-state schools to create greater brand awareness and position the U as an affordable top academic institution in the state. Increased presence in-state also allowed us to strengthen our relationship with key stakeholders (i.e., counselors, college advisors, teachers) in the high schools to help create a seamless navigation experience for the students they work with who are applying to the University of Utah.

*Goal #3:* To better engage, utilize and increase alumni/parent participation in recruitment efforts within existing market areas, as well as expanding and activating alumni in areas where we do not have a presence.

*Outcome 3a:* Increase the number of students that demonstrate interest in, apply to and enroll in the University of Utah.

*Assessment for Goal #3:*

**The Alumni and Parent Volunteers** team provided more opportunities for alumni to participate in college fairs in all of our travel states (e.g. ID, OR, WA, CA, NV, AZ, TX, CO, IL, NY, NJ) and some of our non-travel areas (e.g. VA, D.C.). The online registration system, which was created in 2014, was still used by Alumni to sign up for fairs and to complete an online training module in preparation for the college fairs. The Chicago and Washington D.C. chapters increased their participation in our recruitment efforts this year by hosting admitted student receptions. The Las Vegas, NV, Boise, ID, and Arizona Alumni Chapters increased their participation in our recruitment efforts this year by representing the University of Utah at regional and national college fairs. Direct training was provided to alumni in Texas, while alumni in California, Arizona, Idaho and Nevada received training over the phone. Overall, we experienced solid growth in the recruitment activity within our alumni and parent volunteer recruitment area.

Once again, our Alumni and Parent Volunteers team organized a calling campaign for the Honors College, which entailed the use of alumni calls to Honors College admits who had not paid the enrollment deposit. There were 75 freshmen included in the calling campaign with 67 being called. Of those called, 51 calls were completed (meaning a message was left) and 20 callers spoke directly with the student or parent.

The Postcards of Pride Campaign completed its third year, with alumni from all over the country participating. This campaign allowed alumni and parent volunteers to send personalized postcards to admitted students. A total of 232 admitted freshmen received the postcard.

*Goal #4:* To strengthen and increase communication with groups across campus to send college and/or department specific communications to prospective students.

*Outcome 4a:* Creation of consistent and mutually reinforced messaging about admissions, departmental and/or college processes and offerings.

*Outcome 4b:* Earlier and increased connectivity between prospective students and college and/or department.

*Assessment for Goal #4:*

**Communications:** The Office of Admissions actively worked with 25 colleges and departments across campus to send communications out to prospective students and key influencers. This represents an increase in 6 new campus partners. The new partners this year include the Academic Advising Center, Asian American Student Association, Women’s Resource Center, Undergraduate Studies, College of Health, Medical Laboratory Sciences, College of Architecture + Planning, and Fraternity and Sorority Life. We sent 144 unique communications on behalf of these colleges and departments—an increase of 23% when compared to last year’s 117. Calling campaigns were executed for Social and Behavioral Science and Engineering, and postcards were mailed for Mines and Earth Science and Business Scholars.



Departments we worked with and number of unique communications for each:

- Academic Advising Center (2)
- Asian American Student Association (1)
- College of Engineering (7)
- College of Social & Behavioral Science (10)
- Business Scholars (17)
- College of Science (10)
- Honors (10)
- Housing and Residential Education (4)
- Financial Aid & Scholarships (5)
- Marching Band (1)
- New Student and Family Programs (12)
- College of Law — Passageways to Law (4)
- Black Student Union (3)
- College of Mines and Earth Science (4)
- Child Care and Family Resources (1)
- Women’s Enrollment Initiative (1)
- College of Fine Arts (6)
- UOnline (18)

New U Scholars—includes multiple cohorts (7)  
Women’s Resource Center (1)  
Undergraduate Studies (16)  
College of Health (1)  
Medical Laboratory Science (1)  
College of Architecture + Planning (1)  
Fraternity and Sorority Life (1)

Total communications sent for 2016-2017: **144**

**Recruitment:** Our recruitment team collaborated with multiple departments on campus to recruit students with a specific demographic, or those who had indicated interest in academic programs at the University of Utah. One of our key partnerships was with the Office for Student Equity and Diversity (SED) in which we supported their Pacific Islander Student Association, Asian American Association, Black Student Union, and Movimiento Chicana/o de Aztlan (MeChA) high school conferences. We partnered with these organizations to send out communications to students and counselors and to provide admissions presentations, tabling sessions and contact information.

We also collaborated with other campus partners at the following on and off-campus events and recruited students through admissions presentations, tabling and workshops.

- Business Scholars Open House
- Capital City Fall Family Festival
- Calvary Baptist Event
- College Education Workshop
- Department of Chemistry Admissions Workshop
- Junior Science Day
- Latino Medical Student Association Conference
- Latinos in Action Conference
- SLCC Refugee Conference
- SLCC Transfer Day
- Student Equity & Diversity SLCC Application Day
- U Marching Band
- University Diversity Mashup Day
- UNP Partners in the Park Glendale Event
- UCAC Decision Days (11 high schools)
- UTransfer Visits

The assistant directors of campus experience and recruitment continued to lead the Campus Recruitment Committee (CRC) to strengthen our partnerships and collaboration with academic and student programs across campus. The committee met once a month to discuss Office of Admissions recruitment, marketing and communications, and operation updates. Campus partners shared recruitment updates and new developments in their respective programs. CRC has increased communication between our offices and has increased opportunities for our recruitment team to relay departmental specific information to prospective students.

*Goal #5:* To produce dynamic, innovative and engaging recruitment and yield programs, and campus tours and visits so that prospective students can imagine themselves at the University of Utah.

*Outcome 5a:* Attendees will demonstrate interest in, apply to and enroll in the University of Utah.

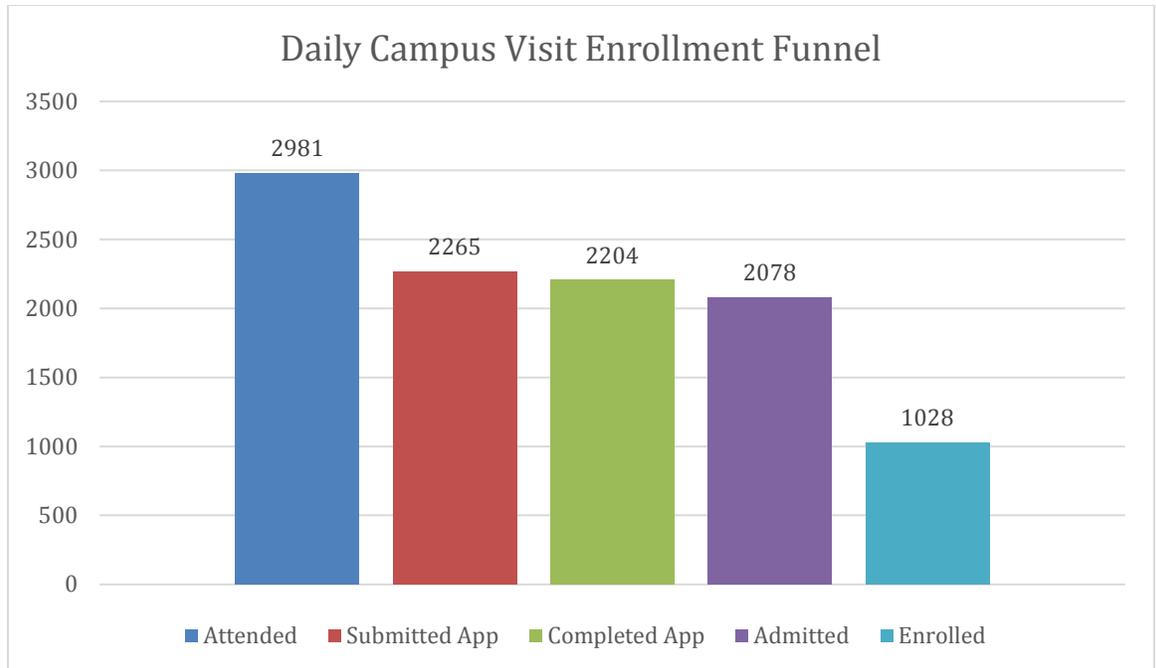
*Outcome 5b:* Increase participation in on-campus recruitment events, and campus visits and tours. - Yield by program type

*Assessment for Goal #5:*

**Campus Visits:** This year we saw a record number of students and guests visiting campus with just over 10,000 (29.3% increase over the previous year) on our daily visits; almost 3,400 on our group visits; and 36 on our VIP visits. Our total number of guests served was about 13,500.

Total Reach for Admissions Campus Visits			
	Students	Parents	Totals
Daily Campus Visit 2016-2017	4468	5629	10097
Group Visits 2016-2017	3385	0	3385
VIP Visits 2016-2017	15	21	36
<b>Total Campus Visits Reach 2016-2017</b>	<b>7868</b>	<b>5650</b>	<b>13518</b>

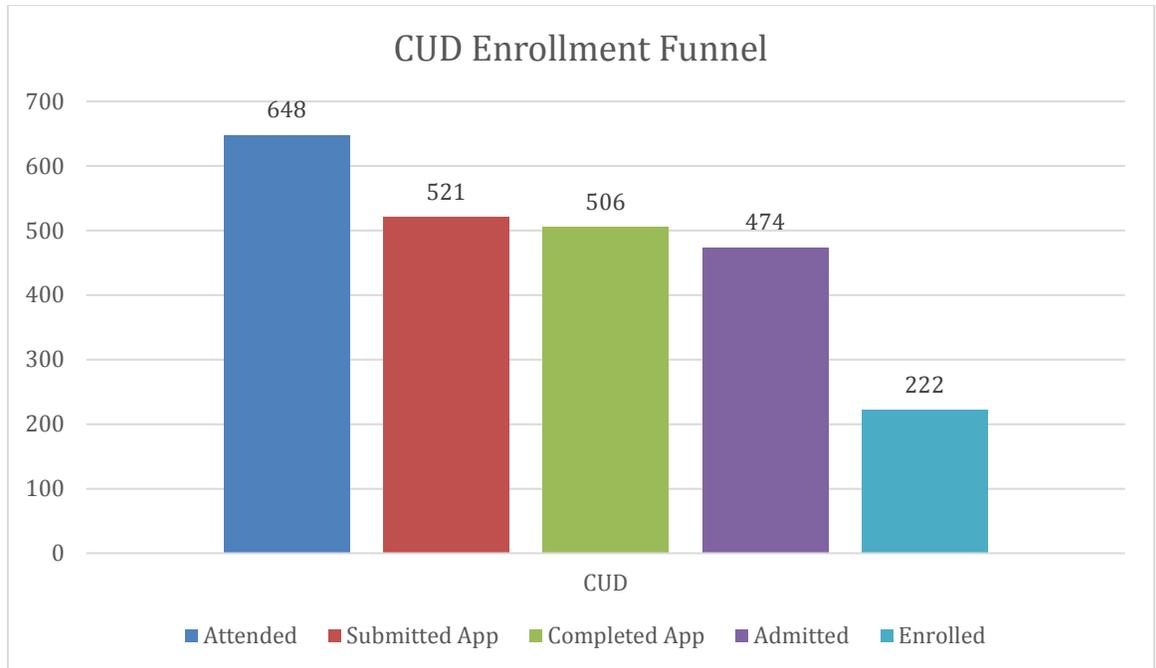
Of the 4468 students who participated in a daily campus visit, 2981 (66.7%) were students interested in attending the U in spring, summer, or fall 2017. For those who expressed interest in starting during one of the 2017 terms, 76% submitted an application for admission and 97% of those had a completed application file. We admitted 94% of the students with completed application files and enrolled almost half (49%) of those who were admitted.



**Connecting U Days (CUD):** We hosted six Saturday events in fall 2016 and were at capacity at almost every one with a total of 736 students attending one of the six programs.

DATE	ATTENDED			WALK-INS			TOTAL		
	STU	GUEST	TOTAL	STU	GUEST	TOTAL	STU	GUEST	TOTAL
09.17.16	122	141	263	3	2	5	125	143	268
10.01.16	112	148	260	6	8	14	118	156	274
10.15.16	105	132	237	9	3	12	114	135	249
10.22.16	121	144	265	5	5	10	126	149	275
11.05.16	125	153	278	3	2	5	128	155	283
11.12.16	118	223	341	7	4	11	125	227	352
ALL PROGRAMS	703	941	1644	33	24	57	736	965	1701

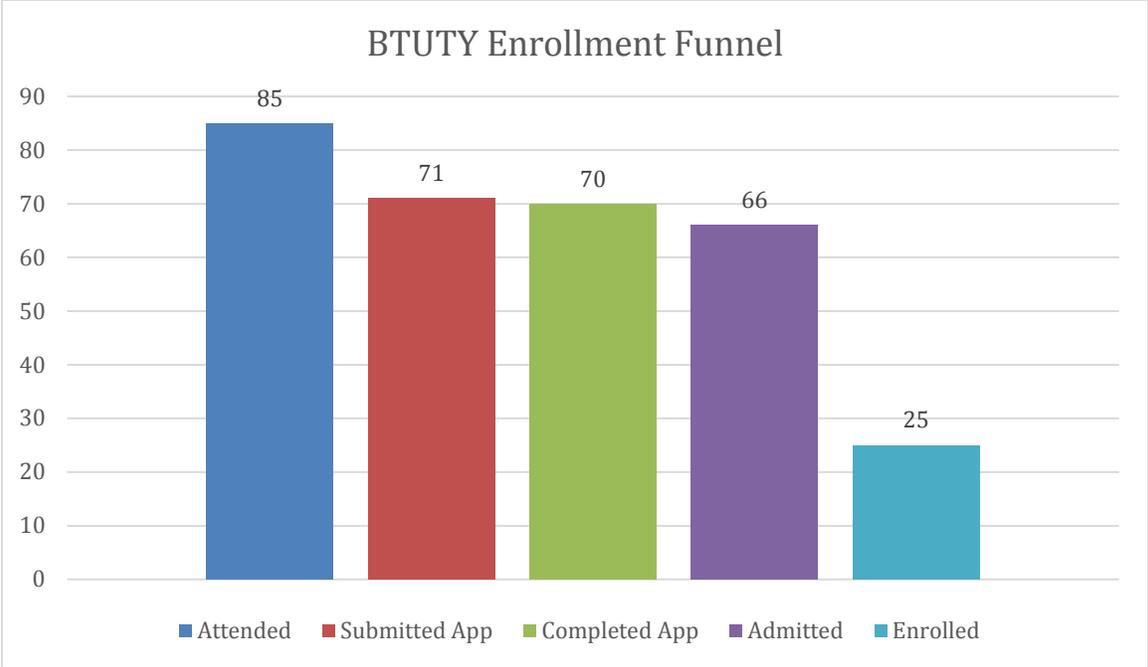
Of the 736 students who participated in a CUD, 648 (88%) were students interested in attending the U in spring, summer, or fall 2017. For those who expressed interest in starting during one of the 2017 terms, 80% submitted an application for admission and 97% of those had a completed application file. We admitted 94% of the students with completed application files and enrolled just under half (47%) of those who were admitted.



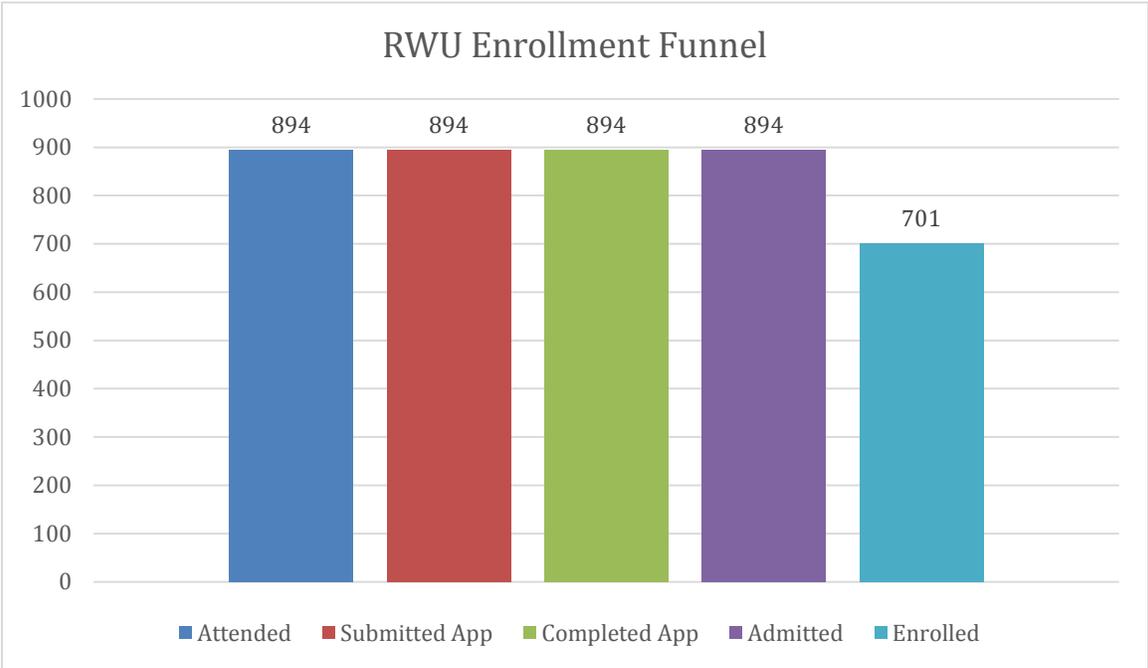
**Bringing the U to You (BTUTY):** We hosted 8 BTUTY programs in four states during fall 2016. Total student attendance was 114 students and 120 guests for a grand total of 234 attendees.

EVENT	REGISTERED		ACTUAL		TOTAL ATTENDED
	STUDENTS	GUESTS	STUDENTS	GUESTS	
Santa Clara	10	18	6	10	16
Pleasanton	13	15	12	13	25
Dallas	21	27	15	18	33
Houston	17	21	17	12	29
Boise	23	28	22	27	49
Chicago	16	17	12	14	26
Los Angeles	27	29	19	20	39
San Diego	20	19	11	6	17

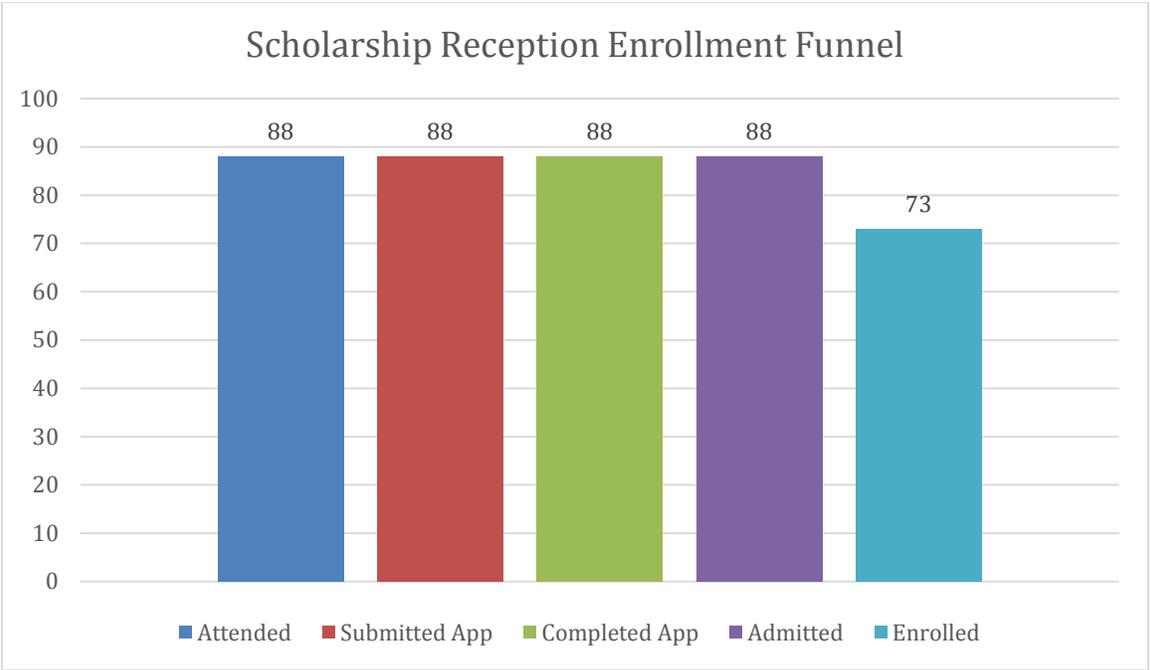
Of the 114 students who participated in a BTUTY, 85 (74.5%) were students interested in attending the U in spring, summer, or fall 2017. For those who expressed interest in starting during one of the 2017 terms, 84% submitted an application for admission and 99% of those had a completed application file. We admitted 94% of the students with completed application files and enrolled just over a third (38%) of those who were admitted.



**Red White & U (RWU):** We had a total of 894 students attend this year’s RWU event, which is a 23% (169) increase over the 2016 RWU. Of those who attended this year, 78% (701) enrolled at the U in either summer or fall 2017.



**Scholarship Reception:** We had a total of 88 students attend this year's Scholarship Reception. Of those who attended this year, 83% (73) enrolled at the U in either summer or fall 2017.



*Goal #6:* To implement new technologies (ex: document management workflow solution) that enhance admissions operations, functions and data.

*Outcome 6a:* Gained efficiencies in preparation and evaluation of files, thus decreasing inquires and providing a faster turnaround time on applicant decisions to students and departments.

*Outcome 6b:* Increased communication with prospective students at key points in the application process will lessen response time to students regarding application status.

*Outcome 6c:* Departments will have timely and accurate admissions information to make data-informed decision.

*Assessment for Goal #6:*

**Process Changes to Promote Efficiency:** The implementation of OnBase was key to increasing our processing speed for all areas of the office. Thanks to this implementation, applications now only route to evaluators if a file is complete with all transcripts and test scores. Additionally, the document imaging team can now scan/upload transcripts the day they were received which pushes complete files to review faster. Because of the visible worklists in OnBase, we are better able to evaluate the productivity of team members, and team members are able to view their own workload more effectively.

Our processing teams made great strides in efficiency by collaborating to compare processes and improve efficiencies in credential review. We created resources, training materials and outlines to improve the training process for new employees, and revised email templates in ApplyYourself and OnBase to improve communication to students. The international team increased their response time for volume of emails to the International Admissions inbox by providing additional training to the admissions assistants, creating a common email response template, and adding a FAQ section to the website. Additional efficiencies included inputting and updating foreign high school names in PeopleSoft to assist applicants, creating new navigator views and organizing source code/contact attributes in Hobsons for efficiency in territory management. We also began posting transfer credit/concurrent enrollment credit during evaluation of the file rather than making it a separate process. This allowed the student to receive a transfer summary in order to see which credits transferred into our institution so they could weigh their decision and also plan their schedules at the time of admission rather than waiting up to six weeks. Finally, all evaluators were trained on processing all admit types instead of separating the work by individual and admit type. This allowed the team to move through evaluations oldest to most recently submitted first, rather than by admit types.

### **Deferments**

#### **Fall 2016**

455 students were granted a deferment that were admitted for the Fall 2016 semester  
154 students returned to school that had been deferred and enrolled in classes

#### **Fall 2017**

525 students were granted a deferment that were admitted for the Fall 2017 semester.  
147students returned to school that had been deferred and enrolled in classes.

### **HB 144 Non-Resident Tuition Waiver**

#### **Fall 2016**

37 Students received the HB 144 Non Resident Tuition Waiver

**Fall 2017**

39 students received the HB 144 non-resident tuition waiver. 1 student was denied that applied for HB 144.

**Admission Appeals**

**Fall 2016**

112 students submitted an appeal  
52 students were sponsored by a department  
60 students had their appeals denied

**Fall 2017**

170 students submitted an appeal  
130 students were sponsored by a department  
40 students had their appeals denied

*Goal #7:* Provide on-going training for full-time and part-time staff that enhances area knowledge, strengthen technical skills, and promote communication and collaboration.

*Outcome 7a:* Utilization of data and best practices in decision-making processes.

*Outcome 7b:* Increased level of competent and professional service to customers and colleagues.

*Assessment for Goal #7:*

**Manual and Document Maintenance:** Evaluation and Processing manuals were maintained through the year to document all changes to processes and to streamline the training of new evaluators. Manuals are reviewed monthly by the leadership of the processing teams to ensure the most accurate information is available to evaluators.

**Recruitment trainings:** The recruitment team participated in specific recruitment trainings to help refine and strengthen their territory management skills and to expand their skillsets as admissions counselors. Due to retention of our team from the previous year, these training provided some refresher and advanced training opportunities for the admissions counselors to strengthen their knowledge and skillset. The recruitment trainings focused on the following topics:

- Enrollment Goals
- Budget Management
- Hobsons Training
- International Admissions
- People Soft
- Recruitment Plan and Territory Management
- Recruitment Travel and Risk Management

**Departmental trainings:** The recruitment team completed the departmental trainings listed below. The trainings focused on academic programs, admissions requirements, main selling points, student support services, student narratives, faculty endeavors, scholarships, internships, graduation rates, employment outcomes, etc. The trainings refreshed and enhanced the knowledge base among our admissions counselors who

will be more effective in communicating and articulating our academic programs to prospective students.

- College of Education
- College of Engineering
- College of Fine Arts
- College of Health
- College of Humanities
- College of Mines and Earth Sciences
- College of Nursing
- College of Pharmacy
- College of Science
- College of Social and Behavioral Sciences
- College of Social Work
- David Eccles School of Business
- Honors College
- Office of Undergraduate Studies
- Pre-professional Advising Programs

**University Program trainings:** University program trainings were designed for the recruitment team to expand their knowledge of the various support services, academic and research opportunities, campus involvement opportunities, and financial support for undergraduate students. Our recruitment team participated in information sessions and discussion panels with the following programs:

- Air Force ROTC
- American Indian Resource Center
- ASUU
- Beacon Scholarships, Hinckley Institute of Politics
- Block U, New University Scholars Program
- Career Services
- Center for Disability Services
- Center for Learning Abroad
- Greek Life
- Housing
- Income Accounting
- LEAP
- LGBT Resource Center
- Lowell Bennion Community Service Center
- Marriott Library
- Money Management Center
- New Student and Family Programs
- Office for Financial Aid and Scholarships
- Office of Student Equity and Diversity
- Office of Global Engagement
- Student Success Advocates Program
- The MUSE Project

- TRIO Services
- Undergraduate Research Opportunities Program
- Union Programming Council
- University College, LGBT Resource Center
- Utah Asia Campus
- Utah College Advising Corps
- Veteran Support Center
- Women's Resource Center

**Domestic Graduate Trainings:** During the last year, the domestic graduate team continued our trainings with graduate departments. The Assistant Director Dallas Nelson, and Supervisor Braden Green went to every college on campus and did individualized trainings with representatives from every department. These representatives included department chairs, directors of graduate admissions, and department staff working with the ApplyYourself system. We also had representatives from the graduate area attend multiple question and answer sessions that were presented by our systems specialist, Cindy Hottes. We have continued to keep our website updated with training materials for departments to use as well.

**Residency Trainings:** The Assistant Director Dallas Nelson, Supervisor Braden Green, and Assistant Supervisor Rachel Smith continued outreach to the campus community, presenting to the following groups of people regarding residency policy and procedures:

- 13 times at New Freshman Orientation during the summer
- School of Business Scholars freshman scholars
- Office of Financial Aid and Scholarships

This group also had a table set up to speak to out-of-state students about residency at each of the following events:

- Physical Therapy Interview Day
- Occupational Therapy Interview Day
- Law School Orientation

**International Trainings:**

During the fall, the international admissions team joined the domestic graduate admissions team to attend trainings with graduate departments. Assistant Director Cynthia Hottes and Supervisor Courtney Young traveled to every college on campus to provide individualized training opportunities with representatives from every department. These representatives included department chairs, directors of graduate admissions, and departmental staff working with the Apply Yourself system. Information summarizing the discussions, as well as training materials were provided to departments at the completion of the trainings.

During the spring, Admissions Counselor Carolyn Lyons and International Assistant Supervisor Lily Stevenson led 8 weeks of intensive training sessions for Admissions Assistants regarding international admissions practices, required documentation, policy and procedure. Carolyn and Lily led the admissions assistants in one hour training sessions, once a week for 8 weeks. Topics covered include: managing the international admissions email inbox, addressing frequently asked questions from students, troubleshooting basic applicants issues, required documentation for

international admissions, how to prove English proficiency, answers to basic I-20 related questions, and necessary resources.

During the summer, international admissions participated in the Summer Training schedule for Admissions Counselors. Two trainings were presented in June regarding the basics of international admissions, including required documentation for application and I-20, as well as how to troubleshoot frequent applicant issues and questions.

**Training Dates:**

- College of Engineering: October 5, 2016
- October 6, 2016
- School of Business-Executive Education: October 7, 2016
- School of Business: October 10, 2016
- College of Pharmacy: October 17, 2016
- College of Social & Behavioral Sciences: October 19, 2016
- College of Humanities: October 24, 2016
- College of Nursing: October 26, 2016
- College of Medicine: November 1, 2016
- College of Nursing: November 2, 2016
- College of Mines & Earth Science: November 3, 2016
- College of Health: November 9, 2016
- School of Business: November 14, 2016

Additional activities with our campus partners to increase invisibility and welcome students to campus:

- Participated in the International Student Orientation held by International Student & Scholar Services to assist in answering student questions, as well as collect required official documentation for immigration purposes.
- Attended UAC Welcome Reception for students transitioning to Main campus.
- Socialized with UAC staff and transitioning students, and answered questions about campus life and resources available on campus.
- Attended the International Student & Scholar Services Welcome BBQ on the Union Patio to welcome students and represent the international admissions area.

**ii. Utilization Data**

1. Total number of students served: 138,208, which include all inquiries through enrolled students. This number increases to 560,345 when including names purchased for communications.
2. Total number of individuals served: This is difficult to calculate as we work with/serve multiple people across campus to help with their recruitment efforts, and we also work with parents, counselors, off-campus entities, etc. We don't currently track this data. An estimated number would be another 5,000 people.
3. Demographics collected and used: Everything on the admissions application.

**II. Plan for the future**

a. Anticipated Challenges

- i. With enrollment of international students through Shorelight partnerships, our international processing team will need to manage the demands of main campus, UAC and Shorelight processing.
- ii. Many of the office goals rely on strong partnership and collaboration with University departments, colleges, and offices within the Division of Enrollment Management. We will need a strong focus on coordination with these campus offices to create a consistent, branded message and avoid melt. As these partnerships and collaborations flourish, we anticipate the operations workload will increase.
- iii. With our partnership with Royall & Company, we do expect the number of applications to increase and with the addition of transfers moving to holistic review, we are anticipating that our reading load for holistic reviews will increase for each admissions counselor.

b. Anticipated Opportunities

- i. We look forward to the work being done in international recruitment with the Shorelight partnership. While also a challenge, this partnership gives us the opportunity to see a variety of new international applicants.
- ii. We view new improvements to our processes and procedures with OnBase as an exciting opportunity as we streamline and improve processing of applications and materials.
- iii. Our partnerships with Shorelight and Royall will help to generate an increase in both domestic and international student enrollment. The partnership with Royall & Company is an opportunity to increase applications for the 17-18 year as well as help us increase our Sophomore and Junior inquiries for future years.
- iv. One perception of campus is that we are a large, bureaucratic institution that does not communicate its messages well. With greater coordination among campus units, we can help reduce this perception and begin to demonstrate a consistent and unified message.
- v. Expanding our presence in markets nationally and globally is an opportunity that we have already begun but wish to enhance. In finding new markets and augmenting efforts in current markets, the campus has more chances to shape the entering class and enroll students that are more diverse, more academically prepared and receptive to participating in retention and transformative educational experiences, thus, meeting a key goal of the overall enrollment strategic plan. Additionally, the UAC will give main campus students opportunities to participate in unique learning experiences abroad, subsequently offering another highly visible opportunity for the U. in an increasingly more competitive marketplace.

- c. Any grants or contacts you have received and it how compares to the previous year. None.
- d. Any gifts/new revenue. None.

**III. Staff Excellence**

**a. Awards and Recognitions**

Clawson, Teri	Master of Public Administration
Green, Braden	Master of Public Administration, Master of Healthcare Administration, University of Utah
Morris, Elliot	Master of the Arts, English & American Literature, New York University
Nelson, Dallas	Master of Public Administration
Smith, Rachel	Master of Public Administration

**b. Committee Memberships**

Buffington, Ann	Student Affairs Professional Development Committee, member
Clawson, Teri	Utah Association of Collegiate Registrars and Admissions Officers, Vice President Admissions University of Utah Credits and Admissions Committee, Ex-Officio
Copeland, Ryan	Rocky Mountain Association of College Admissions Counseling, Government Relations Chair
Jones, Patrick	Utah Association of Collegiate Registrars and Admissions Officers, Professional Development Track Chair
Rensburg, Mateo	Rocky Mountain Association for College Admissions Counseling Utah College Fair Planning Committee, Member U of U Student Commission Committee Utah Association of Collegiate Registrars and Admissions Officers, Vice President Recruitment
Taylor, Todd	University College Suspension/Dismissal Committee, Member

**c. Presentations and Publications**

- **Copeland, R.** (2017, June). Utah Higher Education Day Tour. Presentation at the UACRAO Conference, Price, UT.
- **Clawson, T., Rensburg, M.** (2017, April) Bringing in the Class: Balancing the Needs of the Institution with Those of the Colleges/Departments. Presentation at the American Association of Collegiate Registrars and Admissions Officers Annual Meeting, Minneapolis, MN.
- Jackson, T., Mahl, A., **Rensburg, M.** (2016, September). CRM Implementation: Insights and Best Practices. Pre-conference presentation at the National Association for College Admission Counseling Conference, Columbus, OH.

**d. Faculty Appointments**

None

**e. Additional Information**

**i. Professionalism**

Office of Admissions staff participated in regional, national and local conferences, seminars and colloquia. These opportunities helped to enhance the breadth and depth of technical skills of the office leadership, which in turn will advance and ignite more innovation across the entire office.

July 2016	Hobsons University, Marketing and Communications Staff
July 2016	Ruffalo Noel Levitz National Conference, Associate Director, Assistant Director
September 2016	NACAC Columbus, Associate Director, Assistant Director, Admissions Counselor, Communications Coordinator
October 2016	NAFSA Regional Conference, Associate Director
December 2016	U of U Student Affairs Exempt/Non-Exempt Retreats, All Staff
February 2017	HEUG Alliance Conference, Database Analysts
March 2017	TechQuest by Hyland, Database Analysts
March 2017	Utah ACT State, Assistant Director
April 2017	AACRAO Annual Meeting, Associate Directors
April 2017	UBIE Conference, International Admissions Staff
April 2017	Super ACAC San Antonio, Assistant Director, Admissions Counselors, Communications Coordinator
June 2017	UACRAO, members of Operations and Admissions Counselors
June 2017	CIVSA Conference, Associate Director
June 2017	Harvard Summer Institute, Associate Director
July 2017	Ruffalo Noel Levitz National Conference, Associate Director

**ii. Recruitment and retention of highly qualified staff**

This past year, we had opportunities to promote outstanding talent within our office. The following employees accepted promotions within our office this past year: Amanda Tuckett, Kim Merino, Cindy Hottes, Ryan Copeland, Chelsea Wells, Kelbe Goupil, Courtney Phillips, Rachel Falk, Kirsten Wang, Ellie Castillo, Billie Paiva, Carly Ward, Rachel Smith, and Mary Stoddard.

**iii. Retirements, new hires, and accomplishments**

New Hires (Full-time employees hired in the last fiscal year)

Baum, Colleen  
Bird, Madaline  
Bride, Abigail  
Butler, Elizabeth  
Castillo, Elizabeth  
Crass Hilla, Sarah  
Garner, Keith  
Lloyd, Jarrod  
Mala, Anna  
Moncada Jr., Pedro

Morris, Elliot  
Palma, Abbygrace  
Peterson, Kara  
Phillips, Courtney  
Pinkney, Natalie  
Popek, John  
Redd, Kaitlyn  
Salaz, Taylor  
Smith, Rachel  
Strickland, Brittni  
Walch, Julie  
Wangsgard, Caitlin  
Ward, Carly

#### Significant Office Accomplishments

- ✓ This year, our office brought in the largest ever freshman class to the University of Utah with an increase in student diversity and academic quality.
- ✓ This cycle brought a significant increase in applications at the time of our December 1<sup>st</sup> deadline. With the implementation of OnBase, our domestic undergraduate processing team was still able to complete evaluation processing prior to winter break, giving our office significant time to clean up files before the January 15<sup>th</sup> drop date. Even with staffing challenges, our admissions counselors were able to have all holistic files read by early January ensuring our ability to meet our deadline and release decisions on time.
- ✓ International enrollment for Fall 2017 showed an increase of 32% when many schools across the nation were down in international student enrollment. We believe this is the fact that our improved processes allowed the University of Utah to get I-20 documents to students in a timely manner.
- ✓ The international team was able to complete the “active and inactive purge” process and remove all paper file from the office to be scanned by the registrar’s office into OnBase.