MISSION STATEMENT

The University of Utah’s Office of Admissions has the primary responsibility of recruiting and attracting a talented and diverse class of students, accurately representing its programs, departments, policies and the identity of the University while evaluating student admissions and residency applications in a confidential, secure, efficient, timely and service-oriented environment. Partnerships must be cultivated to help recruit and retain a student population in the quality and quantity appropriate to the mission of the University.

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 talented 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. Key Activities

*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.)

II. **Goals**

For the purposes of this annual report, the office has elected to submit its goals from the perspective of what the office hopes to achieve, and not a retrospective of what has occurred. Currently, the office does not have data to support its stated outcomes as it has only recently begun to align office specific data with institutional data. Below represents seven overarching office-wide goals that encompass the expressed key activities: 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.

Key Activity: Class shaping & Brand Awareness
Alignment: 3c

**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.

Key Activity: Class shaping & Brand Awareness
Alignment: 3c

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

Key Activity: Class shaping & Brand Awareness
Alignment: 3c
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.

Key Activity: Class shaping & Brand Awareness

Alignment:

Goal progress: Office hosted three marketing and communication trainings for campus partners which resulted in 60-65 representatives from 20-25 departments. [http://admissions.utah.edu/partners.php](http://admissions.utah.edu/partners.php)

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.

Assessment: Connecting U Day Evaluation
Campus Visit Evaluation
Red, White & U Evaluation
Inquiry-to-enrollment data

Key Activity: Campus Experience & Brand Awareness

Alignment:

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.

Key Activity: Campus Experience & Seamless Navigation

Alignment:
**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.

**Key Activity:** Campus Experience & Seamless Navigation  
**Alignment:** 2d, 8c, 8e

a. **Utilization Data**  
Currently, we do not have this information.

**III. Plan for the future**

a. Anticipated challenges.

1. Managing the demands of the University of Utah Asia Campus (UAC), as well as the expectations of stakeholders on the Main Campus is a challenge. One example lies with the international admissions team and who is responsible for processing and evaluating admissions applications for both campuses without additional resources.

2. Many of the office goals rely on strong partnership and collaboration with University departments, colleges, and offices within the Division of Enrollment Management. Without collaboration, any effort will be disjointed and will not likely yield the results we anticipate. As these partnerships and collaborations flourish, we anticipate the operations workload will increase. It is only with careful planning, communication and coordination that the benefits will outweigh the additional workload. Additionally, as admissions data becomes more readily available to external departments there will likely be increased requests for this information. However, without new resources it will be difficult to meet the demand.

b. Anticipated opportunities.

1. There are tremendous opportunities for the Office of Admissions, which include more coordination and collaboration with campus units, international opportunities through our presence in Asia, as well as and better customer service via a new workflow solution.

2. 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.
3. 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.

4. The implementation of robust document management is a major step forward in admissions operations that will significantly increase efficiencies, provide quicker and more readily accessible data to external University departments and will allow for technologically advanced user experiences that match what is offered at competitor institutions.

c. Any grants or contacts you have received and it how compares to the previous year.

The Intermountain Junior Science Humanities Symposium (IJSHS) is for students in grades 9 through 12, who have conducted original research, or have an interest in STEM fields. The symposium brings over 100 students and teachers from western Colorado, Idaho, Montana, Nevada and Utah. In both 2013 and 2014, the Office of Admissions received $25,000 each year to support the program. However, beginning in 2015, the University of Utah will not host the event and it will move to Montana Technical College.

d. Any gifts/new revenue. None.

IV. Staff Excellence

a. 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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event/Conference</th>
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<tbody>
<tr>
<td>November 2013</td>
<td>AMA Symposium, Assistant Director for Marketing &amp;</td>
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<td>Communications</td>
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<td>January 2014</td>
<td>College Board Seminar &amp; Colloquium, Director</td>
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<td>March 2014</td>
<td>HUEG, Systems Team</td>
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<td>March 2014</td>
<td>AACRAO, Associate Director for Undergraduate Operations &amp; Associate Director for International Admissions</td>
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<td>March 2014</td>
<td>Utah Board of International Education, International Admissions Team</td>
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<td>May 2014</td>
<td>NAFSA, Associate Director for International Admissions</td>
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<td>May 2014</td>
<td>NAGAP, Associate Director for Graduate Admissions &amp; Residency</td>
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<td>May 2014</td>
<td>PNACAC, Admissions Counselor</td>
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b. Recruitment and retention of highly qualified staff.

During the summer of 2014, the Office of Admissions experienced turnover. However, the office has attracted highly qualified staff from within and outside the state of Utah. A few of those highly talented hires include: Teri Clawson, associate director for undergraduate operations; Brian Stelbotski, assistant director of international recruitment; Emily Edmonston, associate director for international admissions; and Ann Buffington, administrative assistant to the director of admissions.

c. Retirements, new hires, and accomplishments

Retirements
Muncey, Janet (June 2014)

New Hires (Full-time employees hired May 1, 2014 to October 2014)
Buffington, Ann
Cathey, Rachel
Clawson, Teri
Copeland, Ryan
Edmonston, Emily
Kirkessner, Scott
Newman, Sarah
Phippen, Emily
Rutledge, Aaron
Schroader, Elizabeth
Spilker, Kelsey
Stelbotski, Brian
Stucki, Nakaiya

Significant Office Accomplishments

- Opening of the University of Utah Asia campus on September 1, 2014 with the first admitted class.
- The International Admissions processing unit overcame substantial pressure from the first admissions cycle for the UAC campus. Despite graduate evaluations doubling in volume as a result of a change in the numbers the Engineering departments wanting to review international applicants, this unit met and exceeded all deadlines and expectations.
- Significant increase in domestic undergraduate application and 1.1% increase in the freshman class. Within this class there was a 1% increase in the number of underrepresented students of color and increase in the composition of Utah residents as well as domestic non-residents.
✓ The fall 2014 freshman ACT average reached 24.7, the highest in University of Utah history. Additionally, for the first time in more than 10 years, there is a greater portion of freshmen with a 29+ ACT than freshmen with a 20 ACT or below.

✓ On the first freshmen notification date of January 15, 2014 the Office of Admissions released 1,046 more admissions decisions than the previous year. This figure is larger than the application increase of 597 demonstrating an increase in application completion rates.

✓ Although there was significant turnover during the summer 2014, the Office of Admissions was extremely successful in recruiting new talent. The office added substantial experience in the areas of international and domestic recruitment, admissions processing, transfer credit articulation, and campus visit programming.

✓ The office continues to provide additional professional development and promotion/staff growth opportunities. Participation in national and regional associations, conferences and meetings more than doubled in the 2013-14 recruitment cycle.

✓ Within the last year, 15 full-time staff received promotions giving them increased responsibilities and wages while also highlighting a retention plan for keeping top talent in the office and the Division of Student Affairs.

d. Awards

| Lythgoe, Maren | 2014 Presidential Award, UACRAO |
| Robbins, Nickolas | 2014 Staff Mentor of the Year, University of Utah Office of Orientation and Leadership Development |
### Committees

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<tr>
<th>Name</th>
<th>Organizations</th>
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<tbody>
<tr>
<td>Cox, Holly</td>
<td>2014 Conference Planning Committee, RMACAC</td>
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<tr>
<td>López, Matthew</td>
<td>U of U Credits and Admissions Committee, Ex Officio</td>
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<td>U of U Asia Campus Leadership Team, Member</td>
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<td>UIT University Student Support Services Portfolio, Member</td>
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<td>U of U Online Advisory Committee, Member</td>
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<td>U of U Commencement Official, Member</td>
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<td>U of U Prospective Student Marketing Committee, Member</td>
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<td>Utah State Residency Officers Committee, Member</td>
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<td>University Neighborhood Partners Board of Advisors</td>
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<td>Rocky Mountain Association of College Admissions Counseling, Executive Board Member</td>
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<td></td>
<td>Rocky Mountain Association of College Admissions Counseling Admissions Practices Committee, Member</td>
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<td>Rocky Mountain Association of College Admissions Counseling, Membership Committee</td>
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<tr>
<td>Minor, Aretha M.</td>
<td>Presidential Commission on the Status of Women (PCSW), Member</td>
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<td>Women’s Enrollment Initiative, Member</td>
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<td>Robbins, Nickolas</td>
<td>CIVSA Region I Nominating Committee, Member</td>
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f. Presentations and publications

**Bents, Jan** (2014, May). *Adding the A to LGBTQQI in College Admissions.* Presentation and discussion presented at the meeting of IDEA Conference, Corvallis Oregon.


**Ekins, C. J.** (2014, June). *Connect the dots: Prospective Students and Social Media at Events.* CIVSA (Collegiate Information and Visitor Services Association) Conference. Chicago, IL.


**López, M., & Remsburg, M.** (2014, May). *Now is the Time! Make Enrollment Management Your Career.* Rocky Mountain Association for College Admissions Counseling Annual Conference, Santa Fe, NM.


**López, M., Edmonston, E.** (2014, August). *UofU Asia Campus recruitment and admissions updates.* UAC Board of Directors. Salt Lake City, UT.


g. Faculty appointments. None

V. Department or AVP Additional Information

Your AVP may also have specific information that is needed. Some departments also create annual reports for different constituents. You are welcome to include this as additional information but not in lieu of the information requested above.