

**The University of Akron**  
**Office of Undergraduate Admissions**  
**Administrative Activities Review (AAR) Guidelines**

**I. Basic Facts and Description.**

**a. Mission**

- The mission of the Office of Admissions is to identify, recruit, admit and enroll new students at the undergraduate level who are the best fit for The University of Akron.

**Goals**

- Follow and implement the goals of UA leadership.
- Follow the national guidelines set forth by the National Association for College Admission Counseling (NACAC) within the Statement of Principles of Good Practice.
- Coordinate the overall enrollment strategies for new students at the undergraduate level.
- Maintain the integrity of UA by providing equal opportunity and access for students, upholding the requirements and making sound decisions.
- Respect the diversity of students by providing programming and services that do not discriminate on the basis of race, gender, ethnicity, sexual orientation, religion, disability, age or economic status.
- Support and strengthen all initiatives (print, email, phone, text, digital marketing, etc.) to promote/market UA to our constituents...students, parents/family members and counselors.
- Provide outstanding customer service to all constituents.
- Develop and maintain relationships with students, parents/family members, and counselors.
- Collaborate with campus and community partners to recruit students.
- Assist students in their transition throughout the enrollment process.
- Utilize technology to effectively and efficiently recruit students.

**b. Services.**

**New Freshmen (NF) Outreach**

- The group of employees within the New Freshmen Outreach area work to identify and recruit high school students. Each Admissions Officer has an assigned territory that consists of counties in Ohio, and in some cases an out-of-state area. The Admissions Officer is responsible for working with the students (parents and counselors too) to move the students through the enrollment process. This group has a vast knowledge of the University including processes, academics, student support and student services areas.
- The primary off-campus audience includes high school students, their family members and school counselors. The NF Outreach area also works closely with early outreach agencies (i.e. Upward Bound, Upward Bound Math and Science, Educational Talent Search, I Know I Can, CollegeNow, etc.) that assist high school students with the college planning process.
- Data regarding three-to-five year trends in applications, admits, confirmed and enrolled students, as well as data to identify potential markets is reviewed to determine primary, secondary and tertiary markets, as well as specific outreach and yield initiatives.
- Recruitment initiatives include a blended approach to communication (print, e-mails, phone, text, digital marketing) with students, parents and counselors; events on-campus (daily information sessions, campus tours, individual appointments, major visit days), as well as off-campus events including high school visits, college fairs and meet-n-greets. Also, this group represents the University at approximately 120+ college fairs throughout Ohio, as well as Pennsylvania, New York, Indiana, Michigan and Illinois, as well as more than 500 high school visits in these same states. This group also hosts the UA High School Advisory Board on campus twice a year, and hosts counselor programs in targeted areas once a year. There are several yield initiatives implemented by this group as well to tie the admitted students to the campus community.

- Critical partners within the University include University Communications & Marketing, Institutional Research, each undergraduate academic college, as well as each student services area (Student Financial Aid, Residence Life and Housing, New Student Orientation, etc.). This group also works with many of the student organizations. The latter areas participate in our major campus visit days, as well as meet with prospective students by request. We provide data and host meetings to discuss outreach and yield initiatives. The goal is for the entire campus community to feel empowered to be involved in recruitment efforts.
- Key performance analysis regarding application, admit, confirmation and enrollment information is the weekly NF Blue and Gold report, test score interval report and the by state/by county report. We also track attendance at our visit days.
  - (See Attachment A – NF Blue and Gold report; Attachment B – Test score interval report; and Attachment C – By state/by county report; and Attachment D – Event Attendance Comparison report.)

### **Transfer and Adult Enrollment Center**

- This group of employees within the Transfer and Adult Enrollment Center work to identify and recruit transfer and adult students.
- The primary audience includes students currently enrolled at a community college, another four-year institution, or has never attended another college or university. Each recruiter within this area is assigned to a community college. This team works closely with academic advisors at the community colleges as well. Recruitment initiatives include visits/appointments at the community college to discuss transfer pathways; individual appointments on campus; and communication (print, email, phone, text, digital marketing).
- Critical partners within the University include each undergraduate academic college, as well as each student services area. This group also works with a few of the student organizations.
- Key performance analysis regarding application, admit, confirmation and enrollment is the weekly TR Blue and Gold report.
  - (See Attachment E – TR Blue and Gold report)

### **Processing**

- There is tremendous value in having personnel within the Office of Admissions department that have an expertise in the business processes to support the students' journey through the application, admission and enrollment process. These personnel also are extremely knowledgeable and can respond to inquiries and issues with regard to undergraduate admissions in a timely and accurate fashion.
- This group of employees processes applications via CommonApp, Target X and EAB for high school students, transfer students, adult students, guest students, postbac students and special students. They also process supplemental materials including high school transcripts, college transcripts, application fees, supplemental forms, and additional documentation that may be required (i.e. permanent resident cards, etc.). The processing team works closely with students, parents, and school counselors.
- Tools that are used include PeopleSoft, NoliJ, Naviance, E-scripts, CRM, (include transfer tools) etc. (Please note that PeopleSoft is the system of record for students.) This group also coordinates the Prep Review and Judicial Review processes within the Office of Admissions.
- The on-campus partners include each of the advising units within the University and Information Technology, as well as some of the student services areas...Adult Focus, Student Financial Aid, New Student Orientation, and Housing.
- Key performance analysis regarding application processing is the weekly NF and TR Blue and Gold reports. There also are several PeopleSoft reports that this group uses to assess and validate the data.
  - (See Attachments A and E)

## Data/Systems

- To continue to support the efforts of the Office of Admissions, there is great value in having personnel that have the expertise in the business processes and technology to support Admissions/Enrollment Management. There's also value in having the expertise in systems/data within the department to address inquiries and issues in a timely and accurate fashion.
- There is a group of employees within this area that are dedicated to the implementation, training and maintenance of the CRM. The CRM is the tool that we use to communicate/engage with prospective students. All prospective high school students are accounted for in the CRM. Therefore, the Admissions Officers can communicate with the students and the communication is documented in the CRM...encourage to visit campus and apply for admission, and attend a college fair or high school visit, and encourage them to confirm their enrollment via e-mail or text, etc. The application status also is tracked in the CRM so we know if a prospect has applied, been admitted, confirmed enrollment, or enrolled. This information is critical as it forms the message and the mode of communication to the students.
- There is another group of employees within this area that is dedicated to connecting the marketing, recruitment and processing efforts to the systems. These employees work closely with each area within the Office of Admissions to ensure that students are moving through the enrollment funnel seamlessly and that all communication, events, processing, etc. are documented and assessed.
- This group also provides data to areas within the Admissions department, as well as the academic and some student services areas.
- This group works very closely with Information Technology on campus. They also work closely with the following vendors: EAB, Target X, PeopleSoft, Naviance, NoliJ.

## **C. Resources**

**Personnel.** See attachment F – Organizational Chart.

Each of the employees within the Office of Admissions play a critical role and have a direct impact on the ability to recruit undergraduate students.

- Director (1)
- New Freshmen Outreach Area – See attachment G – NF responsibility document.
  - Associate Directors (2)
    - One Associate Director also assists with oversight to the Transfer and Adult Student Enrollment Center
  - Senior Assistant Directors (2)
  - Assistant Directors (2)
  - Admissions Counselors (7)
    - One position is vacant; search is active
  - Student Services Counselor (1)
- Transfer and Adult Student Services Center – See attachment H – TR responsibility document.
  - Assistant Director (1)
  - Admissions Counselors (3)
  - Student Services Counselor (1)
  - Data Systems Specialist (1)
- Processing – See Attachment I – Processing responsibility document.
  - Associate Director (1)
  - Student Services Counselors (6)
  - Manager-Admissions and Recruitment (1)
  - Coordinator – position is currently vacant
- Data/Systems
  - Senior Business Systems Analyst (1)

- CRM Coordinator (1)
- Business Systems Analyst (1)
- Communication and Data Lead (1)
- Data and Systems Administrator – position is currently vacant

### **Financials.**

The Office of Admissions must have the funding to support our recruitment efforts within a very competitive market. We need the monetary resources to support the cost of contracts with outside agencies like EAB and Fathom, for example, to conduct our business of recruiting students. EAB ties the marketing and technology together for students to inquire and apply. Fathom expands our digital marketing efforts during a time when most students and parents are using digital marketing/social media to explore college options. We must have the resources to design and print publications and letters that will attract students to consider UA, as well as the funding to mail these publications and letters to the homes of prospective students. We also must have the resources available to host first-rate on-campus programs, as well as have the ability to visit the students, parents and counselors in their backyard. It also is critical for the department to have the means to explore systems upgrades to make the processes to be considered for admission to UA more timely, accurate and efficient.

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- Compensation - \$1,524,570.25
- Other costs - \$1,427,648, 53

Additional detail for ‘other costs’

### **Supplies and Services**

The expenses within this line item include the cost of contracts with the following vendors: EAB, Naviance and Fathom. Other expenses include name purchase (ACT and CollegeBoard), printing publications, mailing publications and letters, college fair fees, promotional items, office supplies, etc.

### **Travel & Hospitality**

The expenses within this line item include our expenses for off-campus recruitment and yield initiatives...rental cars, lodging, meals, gasoline, etc. We also support the cost of bus transportation for high schools and college access agencies interested in bringing groups of students to UA.

### **Hospitality**

The expenses within this line item include our on-campus programs...Rob’s Dining Hall (meals for visitors) and Dining Services (beverage and food for visitors, table skirting, etc.).

### **Communications**

The expenses within this line item include expenses for Telecommunications and technology.

### **Equipment and Technology.**

The Department requires a variety of equipment to meets its needs including:

- Personal computers and dual monitors for all staff within processing and systems
- Scanners for use with the Noli document imaging system
- High speed copiers and printers
- Fax and scanning capabilities
- Television, overhead projectors, and whiteboards

### **Space.**

The Office of Admissions occupies space on the first and second floors of Simmons Hall.

## **II. Future Plans.**

To be effective in a competitive market, the Office of Admissions needs the human and systems resources to attract and recruit qualified students that will be a good fit at UA. We will continue to access the processing of applications and supplemental materials to ensure that we are offering admission to qualified students in a timely and accurate manner. We will continue to assess the messages that we deliver to students, parents and the counselors, as well as the manner in which the messages are shared. We will continue to access and make improvements to our customer service to all constituents internal and external.

### **a. New Freshmen Outreach**

- i. Expansion of our digital marketing efforts. This will be facilitated by Fathom – an agency that focuses on paid search, paid social, search engine optimization, conversion rate optimization, and analytics consulting. Fathom will focus on non-Ohio residents to generate inquiries and applications.
- ii. Re-focus our efforts with EAB to target qualified in-state prospective students by building relationships throughout the search and application process.
- iii. Implementation of the CRM to assist in managing our communication/engagement with prospective students, parents and counselors.
- iv. Enhance our high school strategy using Naviance which is a tool used in many school districts to manage the college and career planning efforts for students.
- v. Enhance college-based new student recruitment efforts and establish a mechanism to share best practices.
- vi. Continue to utilize the High School Counselor Advisory Board.
- vii. Implementation of the underrepresented student recruitment plan.
- viii. Offer the Akron Advantage Award to qualified out-of-state students to make UA more marketable and competitive.
- ix. Continue to focus new student yield initiatives on activities that connect and engage new students with our college community.

### **b. Transfer and Adult Enrollment Center**

- i. Establish dual admissions agreements with our community college partners. These agreements will define a seamless enrollment process and student support engagement opportunities for transfer students.
- ii. Work with our community college partners to establish pathways for students that were denied admission to the Akron campus.
- iii. Continue to expand the number of academic pathways/maps with our community college partners.
- iv. Partner with CollegeNow to help support our efforts to re-enroll students who began their education at UA and stopped-out for a period of time due to academic, financial or personal reasons.
- v. Expansion of our digital marketing efforts. This will be facilitated by Fathom – an agency that focuses on paid search, paid social, search engine optimization, conversion rate optimization, and analytics consulting.
- vi. Implementation of the CRM to assist in managing our communication/engagement with prospective students, parents and counselors.

### **c. Processing**

- i. Continue to review and evaluate processes to ensure efficiency and effectiveness of moving students through the enrollment process.

### **d. Systems/Data**

- i. Implementation of the CRM to assist in managing our communication/engagement with prospective students, parents and counselors.
- ii. Internal analysis on business processes.