The College at BROCKPORT
STATE UNIVERSITY OF NEW YORK

Unit End of Year Report

Additionally, any supporting images should be added to the 2015-2016 Annual Report Folder on the StuAffSec Filecity 2. These pictures will be used in the briefing book and at the annual breakfast in October.

Report includes:

- 2015-2016 Annual Goals
- 2015-2016 Assessment Plan
- Key Performance Indicators
- 2015-2016 Points of Pride
- 2016-2017 Annual Goals
- 2016-2017 Assessment Plan

Unit: Undergraduate Admissions

Director: Vacant; Randall Langston, Acting Director

UNIT OVERVIEW

This section corresponds with Administrative Unit Assessment Document 1

Unit Mission

Undergraduate Admissions:

- Is committed to recruit, advise, select, and enroll an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
- Is committed to develop and coordinate support for the Office of Undergraduate Admissions recruitment efforts through relationships with current students, faculty, parents, alumni, and friends of the College, and maintain a cohesive relationship with the Division of Enrollment Management Offices in order to meet goals of enrollment and retention.
- Is committed to promote and integrate professional development for all staff, and develop and maintain an office environment that fosters teamwork, individual creativity, and quality customer service.

Alignment with College Mission

Element #6 of the College Mission includes: ""Engage in strong recruitment efforts to admit a student body with excellent academic qualifications and pre-professional academic ability."
UG Admissions aims to recruit, advise, select, and enroll an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.

Unit Functions and Services

Undergraduate Admissions is responsible for coordinating the College's recruitment efforts related to freshmen, transfers and readmits. Each year the office identifies, attracts, admits and enrolls more than 2,300 students to the College. Functions and efforts include, but are not limited to:

- Visiting more than 400 high schools across NYS
- Attending over 200 college fairs
- Visiting every community college in NYS
- Hosting 2,000+ visitors to campus each year
- Hosting more than 30 specialized on- and off-campus recruitment events
- Utilizing Hobsons Connect CRM to personalize communications
- Reviewing more than 10,000 admissions applications to the College annually
- Building relationships with school and transfer counselors
- Cultivate prospects through online mining tools and eRecruitment

- Coordinate admission into the College's Educational Opportunity Program, working closely with the EOP director to enroll the appropriate number of qualified students, both academically and financially
- Hold a seat on various college-wide committees, most notably the Banner Steering Committee which functions as the main user group of the College's student information system
- Work in conjunction with Intercollegiate Athletics to recruit and enroll an incoming class of athletically and academically talented student athletes

SECTION ONE: 2015-2016 UNIT ANNUAL GOALS

Identify the overall annual goals for the unit

Unit Annual Goals	Outcome/Status
Integrate new SAT concordance tables from College Board into Forms Banner for 2017 applicants.	Completed
Add opt-in and opt-out text message option for all applicants on both the SUNY and Common Applications.	Completed
Program and implement an "ACT Best" calculation in SOATEST (Forms Banner) which will calculate the best ACT composite score based on more than one ACT sitting per student.	Completed

SECTION TWO: 2015-2016 Assessment Plan

Select 3-4 unit goals to comprehensively assess. Section corresponds with the Administrative Unit Assessment Document 2.

Unit Goal	**College Mission Alignment:** how does this goal support the College's Mission?
Enroll **1,170** FTE Freshmen and **833** FTE Transfers helping ensure that the College achieves its overall enrollment and revenue targets.	This goal directly supports the following statement within the College Mission: "Engage in strong recruitment efforts to admit a student body with excellent academic qualifications and professional academic ability." Not only does UG Admissions strive to meet the quantitative recruitment goals, but while doing so, the unit also strives to maintain or increase current academic quality in the freshmen admitted and enrolled populations.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success *(3)*	**Data Sources and Methods:** resources and tools used to assess *(1, 2)*	**Assessment Data:** summarize the assessment results, indicating whether outcomes were exceeded, met or not met *(4)*
1. Maintain current academic quality in the FR admit and enrolled populations. 2. Increase the first year regular admit pool without negatively impacting quality via segmented marketing/mailings, high school and college campus visits, School Counselor receptions, attending and hosting SUNY Op Inform, two Fall Open Houses, two Junior Preview Days and other ancillary recruitment events. 3. Increase acceptance yield via: resigned/upgraded acceptance packets, targeted sleepover programs for accepted students, bus trip of accepted students from NYC.	1. Weekly reports used to benchmark and project final pools 2. Weekly reports measuring year over year (YOY) growth at all stages of the admissions funnel. 3. Prospect reports 4. Applicant, accept and deposit reports 4. Feeder school reports 5. Number of visits to high schools, including multiple visits to top feeders. 6. Online Business Intelligence tool 7. Event reports include registration, attendance and yield.	1. **IN PROGRESS UNTIL CENSUS DATE.** At the conclusion of the recruitment cycle, the academic quality of the enrolled freshman class {will complete once census has passed}. 2. **OUTCOME MET**. Despite a continuous decrease in the number of first year applicants, due in large part to the declining demographics in upstate New York, the admit pool did increase by 1.5%, growing from 5060 for fall 2015 to 5136 for fall 2016. Knowing that the goal was to increase the number of accepts, and then hopefully also the number of deposits, UG Admissions staff relaxed criteria for acceptance only slightly, while always keeping quality in mind. Because of this, the number of accepts did increase without an adverse effect on quality (see bullet #1 above). 3. **IN PROGRESS UNTIL CENSUS DATE**. At the conclusion of the recruitment cycle, the acceptance yield for first time students is _____%, compared to 24.17% for fall 2015.

CLOSING THE LOOP

Resources Used: Personnel/Staffing; eRecruitment. UG Admissions also utilizes other departmental resources and personnel, such as Athletics, Academic Departments, ROTC, EOP, Honors Program, Delta College Program, and Transfer Experience, to achieve these goals.

The bulk of the Admissions budget allocation is used towards achieving the College's enrollment goals. These expenses include the printing of marketing materials and admission letters ($104,336), rental cars used for recruitment travel ($26,031), catering and events – both on- and off-campus for students and counselors ($69,136), recruitment-related travel expenses ($62,272), postage used for marketing and admissions mailings ($82,695), etc.

Key Findings: In progress until census date.

Dissemination/Discussion of Key Findings: Key findings were disseminated at staff meetings, marketing meetings, staff retreat, College Senate meetings, and Enrollment Management Task Force meetings. Weekly emails with enrollment target reports are sent to Vice Presidents, Admissions Staff and various department directors across campus.

Summary Sentence for EMSA Briefing Book: In progress until census date.

Unit Goal	**College Mission Alignment:** how does this goal support the College's Mission?
Improve use and overall management of allocations of campus funds while creating assessment measures (return on investment) for all major expenditures.	Part of the College's mission states "Is committed to advancing teaching, scholarship, creative endeavors, and service to the College community and the greater society by supporting the activities of an outstanding faculty and staff." By acting as fiscal stewards of our allocations, and spending wisely and conservatively when necessary, UG Admissions is better able to allocate resources towards supporting professional development activities of faculty and staff.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success *(3)*	**Data Sources and Methods:** resources and tools used to assess *(1, 2)*	**Assessment Data:** summarize the assessment results, indicating whether outcomes were exceeded, met or not met *(4)*
1. Calculate a return on investment for large capital expenses as well as on- and off-campus events.	1. Return on investment (ROI) is calculated based solely on net tuition revenue only and does not include a calculation for auxiliary (housing, fees, etc.) revenue. Therefore, the formula takes the number of deposits from an event, x 6500 (tuition), divided by the cost. ROI reads for every dollar spent, we returned "X" dollars in revenue.	1. **EXCEEDED** – ROI has increased from 2015. UG Admissions' largest capital expense is Hobsons CRM. The ROI for Hobsons is calculated by evaluating all deposits against the cost. Therefore, (2104 + 439 x 6500)/62,450 = $265 total ROI for Hobson's based on spring and fall enrollment.

	**ROI		Cost Per Deposit	
	2016	**2015**	**2016**	**2015**
Junior Preview Day 1 (2015)	$160	NA	$41	NA
Junior Preview Day 2 (2015)	$62	NA	$106	NA
Fall Open House 1*	$157	$167	$41	$39
Fall Open House 2*	$246	$213	$26	$30
Major Exploration Day	$22	$34	$298	$191
Evening With Honors	$215	$129	$30	$50
Scholars Sleepover 1	$28	$28	$233	$232
Scholars Sleepover 2	$25	$29	$264	$226
Buffalo Reception	$37	$30	$178	$214
Syracuse Reception	$36	$22	$181	$290
Albany Reception	$26	$17	$248	$386
Rochester Reception	$62	$19	$105	$339
New York City Reception	$25	$38	$264	$170
Long Island Reception	$20	NA	$321	NA
Binghamton Reception	$37	NA	$178	NA
Accepted Student Day 1	$100	$85	$65	$77
Accepted Student Day 2	$206	$186	$32	$35
Overnight Visit Program	$82	$91	$79	$71
Ellsworth Express	$49	$31	$133	$207
Total All Events	***$80***	***$70***	***$81***	***$92***
Total Spring Events	***$72***	***$58***	***$90***	***$112***

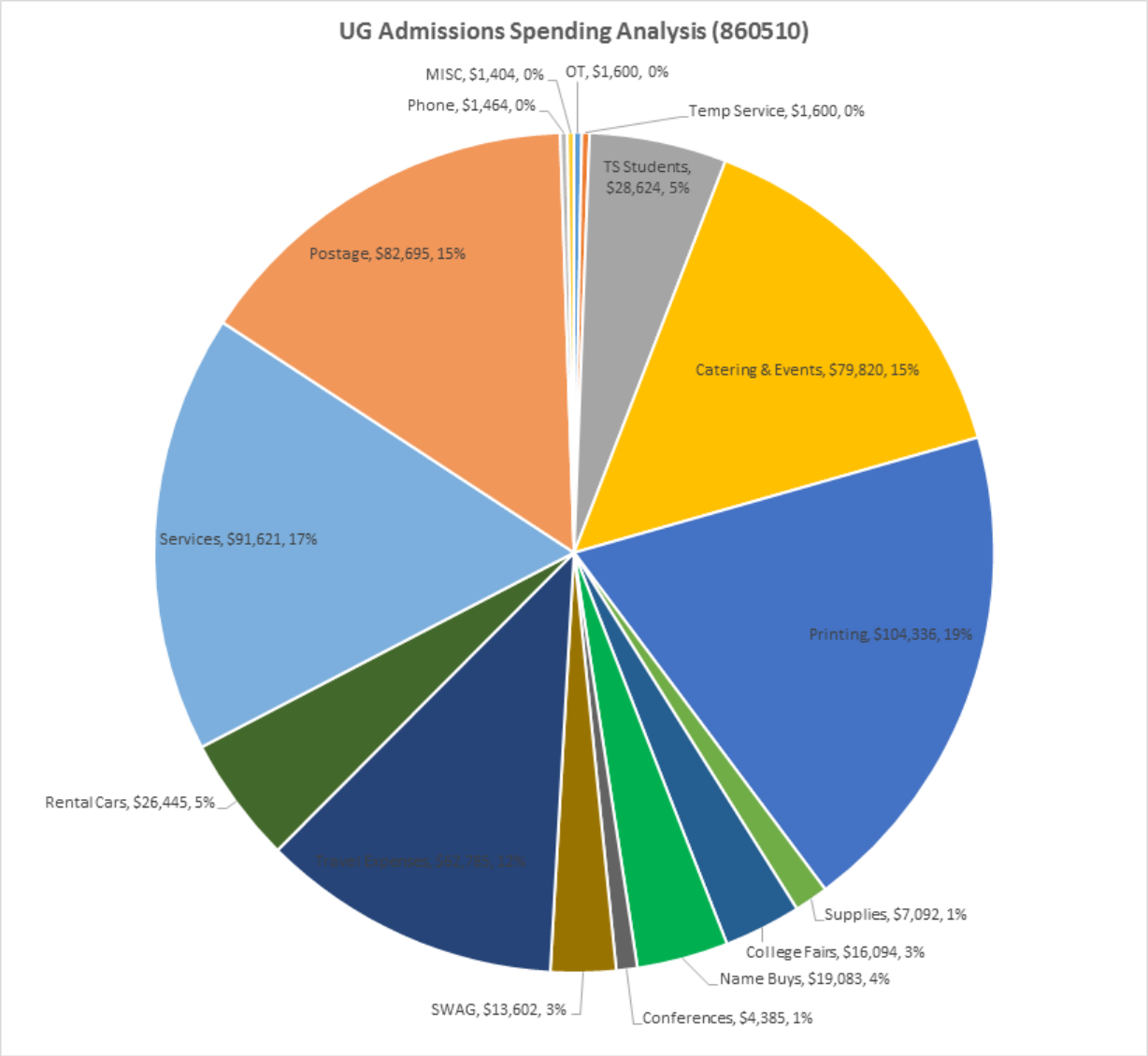
*2015 had 3 fall open house events, to compare numbers Fall Open House 2 last year was divided by 2 and equally added to Open House 1 and 3

** ROI is being calculated by taking the number of Deposits multiplied by tuition (6,500 to compare over both years) divided by total cost of the event.

The ROI calculation does not consider fees, room & board, in state vs out of state.

For 2015-16, our catering and event costs totaled about 13% of our entire operating budget. Despite this expense being quite large, we return over $80 per dollar spent on

		these events. More importantly, the Cost per Deposit/ROI gap closed considerably from 2015 to 2016 (-$22 in 2015 to -$1 in 2016) showing that events were yielding revenue while maintaining cost efficiency. 2. **MET** (see *UG Admissions Spending Analysis* graph below). All expenses from the allocations were divided into 18 sub-categories.
2. Reconcile monthly expenditures to verify the use of funds; create a working budget plan to allocate unit funds to various things like printing, travel, postage, events, etc.	2. All expenses were placed into one of 18 sub-categories and then reconciled weekly. By placing expenses into these sub-categories we are able to analyze our expense allocation in greater detail (see *UG Admissions Spending Analysis* graph below).	
3. Encourage advisors establish travel budgets within each region.	3. The "Trip" module within Hobsons Connect allows advisors to log and track expenditures by region, and further by meals, hotels, fuel, tolls, etc.	3. **NOT MET/IN PROGRESS.** This was not fully rolled out to UG Admissions Advisors largely due to the fact that the bulk of the staff was not only brand new to the office, but brand new to the field. As the learning curve for planning one's first recruitment season is quite steep, efforts were instead focused on training for high school visits, personalization, presentations, etc. Now that the bulk of the staff is more seasoned, plans will move forward to utilize the "Trip" module more effectively in 2016-2017.



CLOSING THE LOOP

Resources Used: Additional human resources were required to create and maintain the budgeting system and expense ledger. No additional financial resources were needed or used, but rather more enhanced systems were put in place that required additional human resources.

Key Findings: By enhancing our budgeting methods, we were able to identify services with negative or marginal ROI, evaluate their effectiveness – and in some cases eliminate them - thereby creating less burden on our budget.

Dissemination/Discussion of Key Findings: These discussions largely took place internally among the Leadership Team of UG Admissions. Results were then shared with the Associate Vice President of EMSA and the VP of EMSA as it related to our allocations and expenses.

Most of our discussions came in regards to print material and lead generation services. We analyzed enrollment data to determine that lead generation sources were a viable expense to eliminate. In terms of print material, we were able to identify pieces that were deliverable electronically… thus lessening the expense on postage and printing.

Unit Goal	**College Mission Alignment:** how does this goal support the College's Mission?
Enhance recruitment initiatives through the CRM system, while also specifically developing a student based call-center.	To recruit, advise, and enroll an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations by serving as an industry leader in web development, social networking and eRecruitment. The call campaigns of the Telecenter assist the office of Undergraduate Admissions in recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations. The Telecenter provides opportunities for students to learn outside of the classroom and provide financial support to fund their education.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success *(3)*	**Data Sources and Methods:** resources and tools used to assess *(1, 2)*	**Assessment Data:** summarize the assessment results, indicating whether outcomes were exceeded, met or not met *(4)*
1. Further utilizing the tools available within the Hobsons CRM system, including: a. CRM as point of data entry for new prospects b. Predictive models at three distinct stages of enrollment funnel c. Expanded use of event management system (to include C&C, IA, AIR) d. Upgrading the process for creating, maintaining and distributing targeted communications, within a multi-tiered communications plan	1. CRM data sources and methods included: a. Number of prospects entered into CRM vs. Banner, amount of time saved in doing so. b. Enrollment probability of admitted freshmen was established using the Predictive Model Score. Freshmen applicants were scored in four categories (A – D, with A being most likely to attend, D least likely to attend. Advisors then executed outreach, the method of each contact determined by the student's likelihood of enrolling. This allowed advisors to focus their outreach efforts in smaller, targeted groups. c. Utilized event management system to promote high school visits, instant admit days, and Advisor-in-Residence days. Automated event related notifications. d. Updated annual recruitment communication strategy. Designed materials to meet specifications of communication strategy. Engaged in audience segmentation to promote the Brockport message	1. CRM assessment data includes: a. **EXCEEDED**: CRM is now point of entry for all new prospects. This shift has enhanced our efficiency and enabled better data integrity through routine duplicate management. This change saved 372.9 hours of work (Figure 2) and estimated $3,356 in our budget (Figure 3). b. **MET**: The model was effective at predicting enrollment likelihood of freshmen applicants. Although the yield rate in Category A was slightly lower than predicted, yield rates across all 3 other categories was higher. We significantly increased our segmentation and yield effort this spring. Outreach included phone calls, personal emails and calls from advisors, SMS messages, letters, and student-student contact. With the implementation of Prior-Prior filing year for FAFSA, we will be able to score individuals earlier in the application cycle (starting in fall vs spring), which will increase our opportunities for targeting (and tracking) throughout the year. c. **EXCEEDED**: The event system was utilized for 701 recruitment events (355 on campus and 346 off campus). All admissions staff trained in creating events for their high school visits/instant admit days/coffee and conversations. Attendance at each event was accurately maintained. d. **MET**: Communications Matrix has been created (large table-format document outlining all marketing materials released by the Admissions Office) along with individual flow charts for freshmen, transfer and international eCommunications. Reviews of new messaging/materials created for specific student populations – freshmen, transfer, international, etc. continue to take place.

	tailored to various sub-populations.	New eCmomunications have been introduced to target Delta and Honors Colleges.
2. Website redesign – complete overhaul of the Brockport.edu site and all Admissions pages.	2. Goal conversions (inquiries, event registrations, applications, deposits)	**2. Phase One: MET; Phase Two: IN PROGRESS:** Phase Two: Website redesign Phase 1 published on 5/20/16. Phase 1 included newly written content for all academic pages, navigation, and branding. Currently we are in phase 2 of the website rollout. Phase 2 will include newly written content for service departments, navigation, and branding. Admissions and Financial Aid will be redesigned in this Phase. **Goal Conversions: NOT MET** *(see Figure 1 Below):* Figure 1 Inquiry completions are up 107% (315 vs 159) from previous year (May 20 – July 1). Event registrations are down 1.3% (209 vs 214) from previous year (May 20 – July 1) Applications are down 6.2% (724 vs 772) from previous year (May 20 – July 1)
3. Develop and execute successful call campaigns by identifying target populations and 'call to actions' during the fall and spring semesters.	3. Number of call campaigns, number of call sessions, total number of calls, % of students who took call to action after receiving a call.	**3. Developing Call Campaigns: MET:** a. *Fall 2015 (Fall 2016) Freshman Prospective Student Call Campaign:* Of the 1809 called, 17% took action to apply to the campus. Of the 17% who applied, 23% of them deposited. Although the deposit number seems low in comparison to the over total deposits this result is favorable. b. *Spring 2016 (Fall 2016) Transfer Student Open Houses Invite Call Campaign:* The main objective of the Telecenter was to invite students to the February 10th OH or to future OH. The show rate of those who registered (50%) align with general yield events. Calling for Transfer Open Houses is effective and should commence in both the fall and spring semesters. c. *Spring 2016 (Fall 2016 Freshmen) Incomplete Applications Call Campaign:* 36% of the 728 students called successfully completed their application. This successful campaign is important and needs to move forward. d. *Spring 2016 (Fall 2016) Freshman Regional Accepted Student Receptions:* Call Campaign Students were originally contacted via email and mail inviting them to seven respected receptions. The Telecenter supplemented those invites with a phone invite. Rochester and Buffalo was not called due to the high number of invites. Calling focused on the receptions of Long Island, NYC, Binghamton, and Albany. Almost half of those who registered attended the respected receptions. A 50% show rate is indicative of success. e. *Spring 2016 (Fall 2016) Freshman Accepted Student Days Invite Call Campaign:* 80% of the prospective students who were called and registered attended. An 80% show rate is extremely high. **f.** *Spring 2016 (Fall 2016 Freshman) Admit to Enroll Call Campaign:* 6% of those called went on to deposit at Brockport. There is not enough data or experience

		to conclusively decide if this was effective or not. Success or not, 64 students were impacted to enroll.

FIGURE 1:

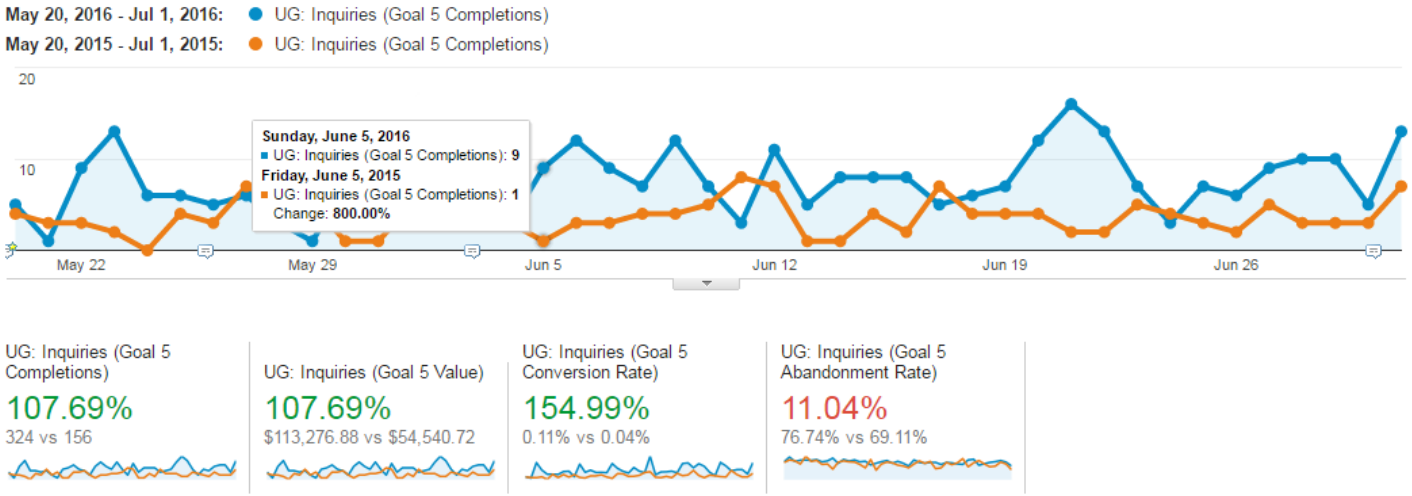


FIGURE 2:

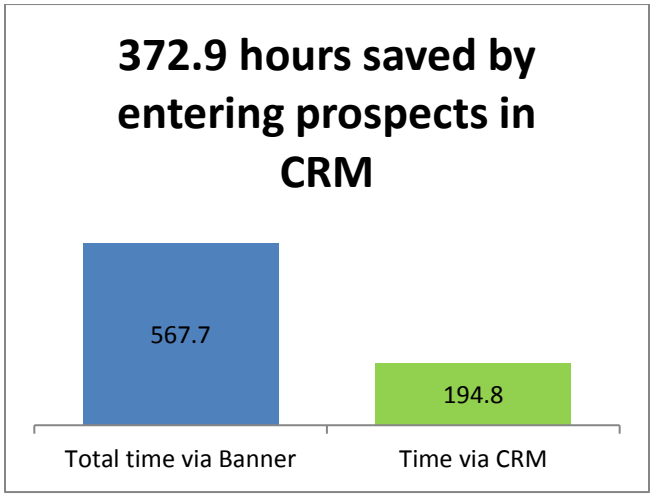
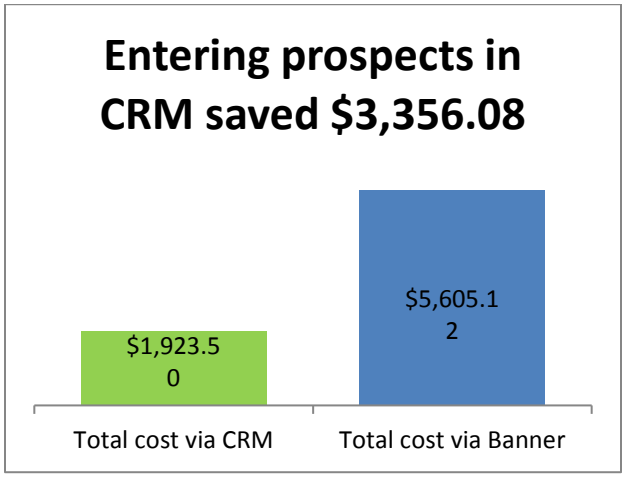


FIGURE 3:



CLOSING THE LOOP

Resources Used: CRM: Predominantly, staff time was used to pursue this goal. The predictive model was developed at no cost in housing using human resourced from Research, Analysis and Planning. In addition, Admissions staff were used to train student employees on the new method of entering prospects into the CRM.

Telecenter: Many hours were spent by the Telecenter coordinator in developing and executing the Telecenter application procedures, creating marketing materials to promote this leadership opportunity, developing and executing the Telecenter fall and spring trainings, as well as the supplemental learning materials to be used during call campaigns. Regarding financial resources, 61% of the work-study allocation for the 15-16 academic year was used ($5,448.54 of $9,000).

Key Findings: CRM: In 2015, we had 6,305 contacts cards from college recruitment events. It took an average of 5 minutes and 8 seconds to add one of these contacts into Banner. In the fall of 2015 we began using Hobsons CRM as the point of entry for all new prospects. Student workers were trained on data entry by Diane Gilhooly and David Loreto. The fields in the data entry screen were configured to identically match our contact cards. Now the average time to enter a card has been cut down to 1 minute 34 seconds. From an efficiency standpoint, making this change saved 372.9 hours of work (Figure 2) and estimated $3,356 in our budget (Figure 3).
We also implemented a routine duplicate data detection system in which the support staff and several student workers have been trained to run on a weekly basis. Previously, we had no system in place to catch duplicates post-data entry resulting in duplicate mailings to prospective students. Unfortunately I can't quantify the savings because I don't have a report on the total number of duplicates merged. Anecdotally, we have realized savings because of the routine nature of the duplicate detection measures. Support staff were also trained to assist with the nightly upload from Banner to Hobsons Connect.

Telecenter: The events call campaigns are effective in terms of informing prospective students of the event as well as registering and having student attend. The show rate of those who were called, registered, and attended is 50% or more for each event (exception: Major Exploration Day). A call campaign to inform prospective students who have incomplete applications is effective. This year 36% (403 of 728) of students completed their application after being contacted by the Telecenter. Of the 36% who completed their application, 19% were accepted (213), and of those accepted 6% deposited (64). Based on feedback from Advisors and Telecounselors, Telecounselors relied too much on the call campaign call scripts rather than creating a more natural conversation with prospective student and families.

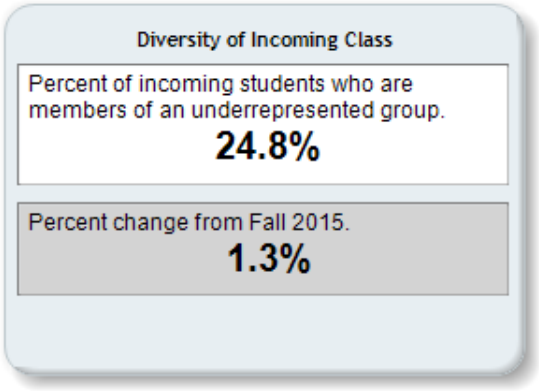
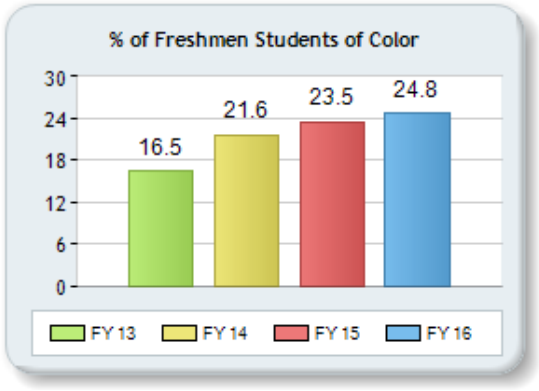
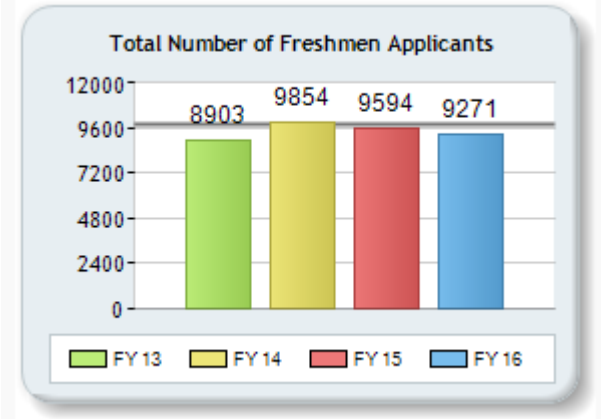
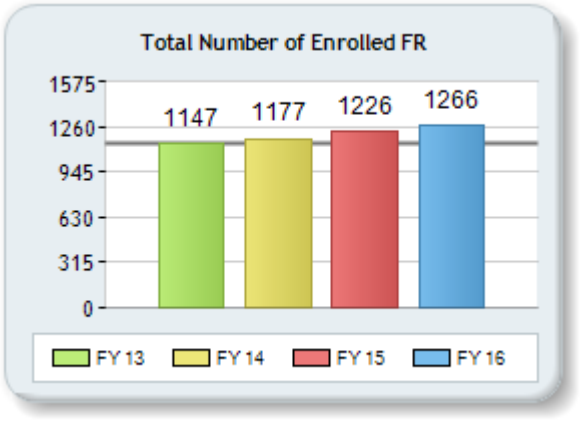
Dissemination/Discussion of Key Findings: Key findings were shared with the office of Undergraduate Admissions staff in weekly meetings and one-on-one meetings with Admissions administrators at appropriate times.

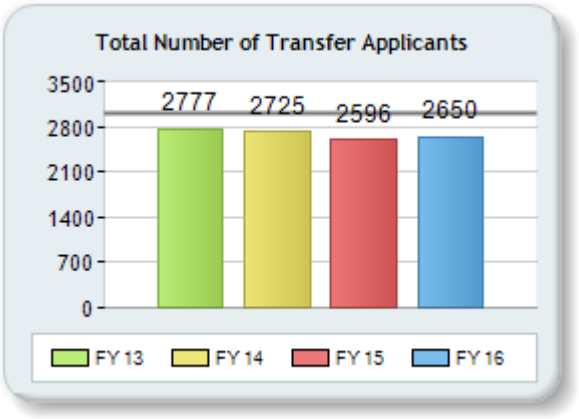
Summary Sentence for EMSA Briefing Book: UG Admissions created and executed a brand new tele-counseling team comprised of current student telecounselors. The Telecenter is effective and key to encouraging students to attend yield events, encouraging applications, and assisting in admissions application completion.

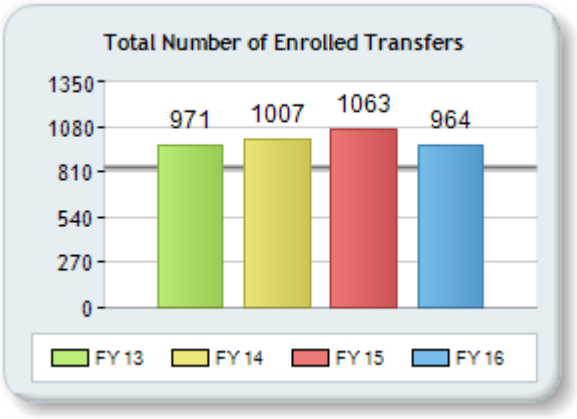
Implementing predictive models throughout the enrollment funnel has empowered us to be more strategic in our recruitment efforts.

SECTION THREE: UNIT KEY PERFORMANCE INDICATORS

Using charts from Baseline, display and analyze your key performance indicators

Key Performance Indicators and Benchmarks	Analysis
 	In response to the College's Strategic Plan, Goal 4.4, "Increase diversity across all populations of the campus", UG Admissions recommitted to recruiting a diverse incoming class by concentrating recruitment efforts in attending college fairs and visiting high schools predominantly attended by academically talented students of color, as well as hosting on- and off-campus events focusing on the recruitment of under-represented students. For fall 2016, although applications from underrepresented first time populations are -7% and offers of admission are static, deposits are +1.3%. A record 327 incoming students are members of underrepresented populations; 24.8% of the incoming freshmen class.
 	


Total Number of Transfer Applicants
3500
2800
2100
1400
700
0
2777
2725
2596
2650
FY 13
FY 14
FY 15
FY 16


Total Number of Enrolled Transfers
1350
1080
810
540
270
0
971
1007
1063
964
FY 13
FY 14
FY 15
FY 16

SECTION FOUR: 2015-2016 POINTS OF PRIDE AND ACCOMPLISHMENTS

Identify up to 10 points of pride and accomplishments throughout the 2015-2016 year. Where applicable, indicate how the accomplishment aligns with college mission and priorities.

Point of Pride/Accomplishment	College Mission and Priorities Alignment
Implemented a student run telecenter from within the CRM which produced weekly calling lists, reports and dashboard interface. During its inaugural year, the student-staffed Telecenter completed an impressive **6,453 calls and logged into Hobsons** This total is the new benchmark for the 2016-2017 year.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
A record 327 incoming freshmen, 24.8% of the freshmen class, are members of an underrepresented group. This continues to increase from last year's statistics of 290 students and 24.5% of the freshmen class.	Strategic Plan Goal 4.4 "Increase diversity across all populations of the campus."
Admissions Advisor Michael Brown was named SUNY College Admissions Professionals (SUNYCAP) Professional of the Year at the 2016 SUNYCAP Annual Conference.	The College is committed to advancing teaching, scholarship, creative endeavors, and service to the College community and the greater society by supporting the activities of an outstanding faculty and staff.
Admissions Advisor Danielle Armentano was named SUNY College Admissions Professionals (SUNYCAP) New Professional of the Year at the 2016 SUNYCAP Annual Conference.	The College is committed to advancing teaching, scholarship, creative endeavors, and service to the College community and the greater society by supporting the activities of an outstanding faculty and staff.
Enrolled the largest class of EOP freshmen in recent years. The Fall 2016 class of 80 students is a 37% increase from 2015.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
The Hobsons CRM is now point of entry for all new prospects. This shift has enhanced our efficiency and enabled better data integrity through routine duplicate management. This change saved 372.9 hours of work and an estimated $3,356 in our budget.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
Maintained event management module within the CRM platform which improved efficiencies in several key areas of event planning including data entry, attendance tracking, reporting and automating notifications to campus visitors.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
Utilized Google Analytics to better assess impact of online and offline marketing initiatives. We utilized custom URLs which can be tracked to determine the ROI of each initiative. Additionally, conversion goals were created to track key interactions with the Brockport.edu site, including lead generation, event registrations, application starts, online deposits.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
Successfully incorporated predictive model scores into fall and spring recruitment efforts. Developed plan to segment outreach based on predictive model score. Created reports queries and system views to effective utilize the predictive score data. Trained staff to use reports and scores to prioritize our yield campaign.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
Updated Brockport branded mobile responsive email templates to match current website. Over the course of this summer all existing email communications will be switched over to the new format.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.
Collaborated with Student Retention and Academic Advisement to transform the Transfer Open House into a Transfer Open House & Orientation which included an advisement and	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and

registration component for deposited transfer students. The transformation of our traditional Transfer Open House to Transfer Open House & Orientation was vital to the success and retention of our transfer students. We provided resources to students sooner by including transfer checklist items such as advisement, registration, and direct student to faculty contact in order to provide as much early access as possible. The yield rate from Transfer Open House & Orientation events was 60% during 2015-2016 and can be directly attributed to the changes made to this event model.	diversification, and of the appropriate academic and professional aspirations.
Added eight additional on- and off-campus recruitment and yield events. In doing so, UG Admissions saw an incredible increase in attendance at all events by 57.08% during the 2015-2016 cycle.	Recruiting, advising, and enrolling an entering class of the highest academic quality, the appropriate size and diversification, and of the appropriate academic and professional aspirations.

SECTION FIVE: 2016-2017 UNIT ANNUAL GOALS

Identify the overall annual goals for the unit

Unit Annual Goals	Action Plan and Timeline
Rebrand tour guide position to become "Admissions Ambassador" position, which will encompass relationship building with visitors beyond just offering a campus tour.	Tailoring the job description and message to sound more prestigious and authentic. Holding our Tour Guides more accountable and responsible for tours and actions. This has already been put into place in a small fashion but will be more prominently pushed when students are back in the fall and of course as time goes on.
Fill four vacant support staff positions which are critical to our processing needs during peak document times.	Telephone receptionist reposting began in July 2016; Freshmen Secretary posting beginning in August 2016 with the hope of choosing the Transfer Secretary also from the same pool of applicants.
Revitalize Admissions lobby and presentation room with aesthetics improvements and changes.	July 2016: waiting for approval from cabinet to use the IFR reserve funds to purchase new chairs for presentation room and mounted pictures from Marketing.
Secure a tour "show room" by contracting with current student(s) who will agree to show their residence hall room to campus tour guests.	July 2016: polling sister SUNY institutions to see how they contract with current students to show rooms. UG Admissions will potentially have to pay and/or credit students to allow us to show room. Working closely with RL/LLC to meet this need and hope to have it resolved by move-in weekend.
Identify additional professional staff member to be fully trained on EOP financial review.	August 2016: evaluating all programmatic responsibilities, travel territories, and succession plans of current advisors to identify an individual who exhibits the skills and longevity needed for this additional responsibility.
Explore additional ways regional Admissions Advisors can contribute to office operations and programmatic responsibilities.	Ongoing: polling other SUNY institutions with regional representatives to see how their regional staff members are integrated into the day to day office operations.
Revamp all travel marketing materials, eliminating the "swoosh" and ensuring that all pieces have aesthetic continuity.	July 2016: in progress with goal of all marketing materials to be updated by the September 2016 travel season start.
Continue to build upon working relationship with Alumni Affairs to best utilize alumni in our recruitment efforts.	Ongoing meetings with Alumni representatives to explore additional possible alumni involvement while not sacrificing the quality of our recruitment efforts.

SECTION SIX: 2016-2017 Assessment Plan

Unit Goal	**College Mission Alignment:** how does this goal support the College's Mission?
Enroll **1,180** FTE Freshmen and **833** FTE Transfers helping ensure that the College achieves its overall enrollment and revenue targets.	This goal directly supports the following statement within the College Mission: "Engage in strong recruitment efforts to admit a student body with excellent academic qualifications and professional academic ability." Not only does UG Admissions strive to meet the quantitative recruitment goals, but while doing so, the unit also strives to maintain or increase current academic quality in the freshmen admitted and enrolled populations.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success *(3)*	**Data Sources and Methods:** resources and tools that will be used to assess *(1, 2)*	**Resources Needed and Individual(s) Responsible:** describe what resources (human, financial, etc.) are needed to pursue this goal
1. Maintain current academic quality in the FR admit and enrolled populations. 2. Increase the first year regular admit pool without negatively impacting quality via segmented marketing/mailings, high school and college campus visits, School Counselor receptions, attending and hosting two Fall Open Houses, two Junior Preview Days and other secondary recruitment events. 3. Increase acceptance yield via: targeted sleepover programs for accepted students, bus trip of accepted students from NYC, regional receptions, etc.	1. Weekly reports used to benchmark and project final pools. 2. Weekly reports measuring year over year (YOY) growth at all stages of the admissions funnel. 3. Prospect reports 4. Applicant, accept and deposit reports 4. Feeder school reports 5. Number of visits to high schools, including multiple visits to top feeders. 6. Online Business Intelligence tool 7. Event reports include registration, attendance and yield.	Extensive outreach will be required using all available mediums such as physical travel, correspondence, eRecruitment, event hosting, etc. This is an entire campus effort, spearheaded by the Office of Undergraduate Admissions.

Action Plan: describe strategies that will be used to reach the outcomes and goal, including timeline

- Extending a college search for high yielding prospects using multiple vendors, prospect gathering, and collaboration with nearly all campus resources to engage students that fit Brockport's profile.
- Assessing the inquiry pool to determine freshman source effectiveness, assist with resource allocation and derive regional enrollment goals.
- Set admission criteria that adhere to the college's academic propensity and mission of student success.
- Conduct application review using established criteria and benchmarks to monitor application review progress.
- Conduct a modified holistic review process for borderline and special admission candidates.
- Communicate enrollment progress with key constituents throughout review cycle using an annual enrollment report.
- Develop innovative solutions to enhance acceptance yields.
- Engage deposited students deemed high risk to better manage summer melt.

Goal Rationale: Achievement of this goal is essential to keep the institution in good working order so it may continue to achieve its mission of providing access to a high quality public education.

Unit Goal	**College Mission Alignment:** how does this goal support the College's Mission?
Enhance recruitment initiatives through CRM system.	This goal directly supports the following statement within the College Mission: "Engage in strong recruitment efforts to admit a student body with excellent academic qualifications and professional academic ability."

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success *(3)*	**Data Sources and Methods:** resources and tools that will be used to assess *(1, 2)*	**Resources Needed and Individual(s) Responsible:** describe what resources (human, financial, etc.) are needed to pursue this goal
1. Move towards digital name capture at college fairs. 2. Utilize event management system to record attendance at all college fairs. 3. Increase total number of annual Telecenter calls by 16.25% or more.	1. Percentage of prospects from college fairs entered through iPad or mobile devices 2. Percentage of college fairs created as events in CRM 3. Attendance at events 4. Conversion and yield rates from each event. 5. Data collection, filters/jobs in Hobsons Telecenter module.	1. Gecko software: $7500 2. Staff time: Dave Loreto and all advisors. 3. Additional training will be necessary for advisors. 4. Training needed for work student students who complete majority of data entry. 5. 2016-2017 work study allocations. 6. Appropriate number of effective telecounselors. 7. Telecenter coordinator will create and execute effective telecounselor training program.

Action Plan: describe strategies that will be used to reach the outcomes and goal, including timeline

- August 2016: obtain funding for Gecko.
- September 2016: secure Gecko contract.
- September 2016: design, test and implement Gecko forms.
- November – May: ongoing use of the Gecko service.
- August 2016: advisor training for college fair event management.
- September – October: ingoing training with work-study students on event management data entry.
- August 2016: familiarize and implement new Telecenter training based on newly added module. .
- August 2016: create fall weekly and monthly calling goals. Update spring weekly and monthly calling goals. Post these goals for students to see and strive for in all campaigns.
- Ongoing: update public goals weekly/monthly throughout cycle.

Goal Rationale:

Further and more strategic use of the CRM system is critical to achieving enrollment goals.

The Telecenter goal was created based off of last year's total number of calls. Two more callers will be added for the fall semester and in theory there will be full weekly coverage allowing for significant increase in calling for the fall semester. A 16.25% increase will add one thousand more calls than last year.

Unit Goal	**College Mission Alignment:** how does this goal support the College's Mission?
Enhance campus visit program and all on- and off-campus events to provide guests with a one-of-a-kind experience and leave them with positive and lasting impression of The College at Brockport.	This goal directly supports the following statement within the College Mission: "Engage in strong recruitment efforts to admit a student body with excellent academic qualifications and professional academic ability."

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success *(3)*	**Data Sources and Methods:** resources and tools that will be used to assess *(1, 2)*	**Resources Needed and Individual(s) Responsible:** describe what resources (human, financial, etc.) are needed to pursue this goal
1. Strive to provide a positive and personalized experience for each visitor.	1. Results from daily campus visit survey through Campus Labs.	1. Human resources – working with staff to incorporate more personalization into their efforts; a small budget with which to work to reward students when families comment in their survey on specific ambassadors.
2. Increase response rate for campus visit survey.	2. Results from daily campus visit survey through Campus Labs; Ambassadors will heavily promote the survey to their guests, as will advisors during the information session.	2. Human resources – consultation with Campus Labs to explore ways to increase response and completion rates. A small budget with which to work to reward students when families comment in their survey on specific ambassadors.
3. Restructuring/reorganizing our Large Group Visit Program.	3. Update website and criteria for on campus groups. Offer varied options for different age groups/group types.	3. Human resources – as a team we will establish a clear plan for each and every group hosted. Procedures will be mapped and set in place at the beginning of the fall 2016 semester.
4. Increase overall number of attendees from 2015-2016 at all primary and secondary on- and off-campus events by 10%.	4. Historical data compared to new event data in Hobsons Connect and Events & Trips.	4. Collaboration with the office of College Communications for print marketing, eRecruitment through the office of UG Admissions, a similar budget to 2015-2016, and personalization efforts by advisors through travel season and application timeline.

Action Plan: describe strategies that will be used to reach the outcomes and goal, including timeline

- Ongoing throughout recruitment cycle: Personalization efforts by Advisors in respective territories, i.e. notecards, phone calls, high school visits, to promote our on campus and off campus secondary events.
- Fall 2016: update OCG website with new criteria for prospective groups.
- Beginning summer 2016: create new surveys for all primary and secondary events.
- Beginning summer 2016: examine all agendas and event structures and identify areas of improvement.

Goal Rationale:

Campus visits and recruitment events are very critical to the process of choosing which college or university is right. While a student can find out basically all he/she needs to know about a campus via the Internet, until a student takes a trip to that campus, the actual experience is just theoretical.

Consistently improving the way that we conduct events on and off campus will assist our effectiveness in reaching our audience/students. If we can accommodate the needs of the different populations we serve, we will be succeeding in bettering the overall experience for students interested in attending Brockport. I find this to be an important goal to meet so that we can stay innovative with the way we run events to meet the needs of our students. Each year, we consistently see change on our campus whether it be structurally, policies, or otherwise, so it is important that we are able to be flexible about these changes while still effectively reaching our audience and conveying these changes.