Unit/Office 2014-2015 Goals & Assessment Plan 2014-2015 Closing the Loop Summary 2015-2016 Goals & Assessment Plan	**Unit: Undergraduate Admissions** **Acting Director: Randall Langston**

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.

2014-2015 Assessment Plan

This section summarizes the unit plans for progress toward strategic goals.

<table>
<tr><th>Strategic Plan Construct</th><th>Divisional Priority/ Objective (s)</th><th>Unit Goal</th><th>Assessment Objective</th><th>Assessment Results</th><th>Resources Used</th><th>Outcome/Status</th></tr>
<tr>
<td>Co-Curricular & Support Programs

EMSA:ADM:SG.02</td>
<td>Recruitment Strategies</td>
<td>Enroll 1210 FTE Freshmen and 1000 FTE Transfers helping ensure that the College achieves its overall enrollment and revenue targets</td>
<td>•Maintain and/or grow first year prospect pool via: Search Names, Hobson’s campaign, Social Networking/ Prospect Mining and Enhanced Admissions website
•Maintain current academic quality in the FR admit and enrolled populations
• 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, 3 Fall Open Houses, 2 Junior Preview Days and the Transfer Fridays
• Increase acceptance yield via: resigned/upgraded acceptance packets,</td>
<td>• Prospect reports
• Applicant, accept and deposit reports
• Feeder school reports

<u>Recruitment Events Attended:</u>
<table><tr><td>College Fair</td><td>258</td></tr><tr><td>HS Visit</td><td>520</td></tr><tr><td>RAC Visit</td><td>87</td></tr><tr><td>Transfer Fairs/AIR Days</td><td>116</td></tr><tr><td>Panel Presentations</td><td>25</td></tr><tr><td>Other/Instant Admit Days</td><td>31</td></tr><tr><td>Total</td><td>1037</td></tr></table>
<u>Events/Services</u>
a. You Visit: Each year, $13,440 is invested into the annual subscription. For 2015, 555 students became prospects, 65 applicants, 41 admits, and 37 deposits; totaling $363 spent per deposit.</td>
<td>• Hobsons Connect for communication with prospects, applicants and accepts.
• Events & Interviews in Hobsons Connect to host all events and streamline registration and confirmations.
• $13,440 for You Visit subscription
• $75,474 on admissions events
• ZINCH/CAPPEX, Hobsons, E&I, other marketing, You Visit</td>
<td>• At the conclusion of the recruitment cycle, freshmen applications are -3%, however offers of admission are +5%, and deposits are +5%, and registered students are +5% versus last year.
• At the conclusion of the recruitment cycle, transfer applications are -5%, however, offers of admission are +1%, deposits are -2%, and registered students are +1% versus last year. The average GPA of a deposited student is 3.02, which is slightly lower than last year’s GPA of 3.03.</td>
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</table>

			targeted sleepover programs for accepted students, bus trip of accepted students from NYC, newly implemented yield events on- and off-campus.	b. Yearly yield events: We generated 1,914 visitors to campus while yielding 870 deposits (45.5% yield). In total, these events generated $15,668,700 of pre-discounted revenue and constituted over 70% of our deposited student body. c. The greatest yield came with our spring events. In total, the spring events cost $66,487 but yielded 652 deposits from 996 visitors (65.5% yield). These yields came at a substantial cost increase with the spring events totaling $102 per deposit. e. Name Buys: NRCCUA was purchased in in the 13-14 fiscal year while ACT Plan and NJ PSAT were purchased in the 12-13 fiscal year. Data shows that we had the greatest return on College Fish, College Board (senior SAT names purchased their senior year), NRCCUA, and ACT. PSAT, ACT Plan, and the NJ PSAT purchase came in with the lowest ROI. Final Census numbers regarding enrollment for both freshmen and transfers.		

<table>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr>
<td>Co-curricular & Support Programs

EMSA:ADM:SG.01</td>
<td>Recruitment Strategies</td>
<td>Meet regional deposit recruitment, quality and diversity goals. Recruit and maintain 15-20% of the incoming freshman class into special admit categories of EOP, Exceptional Talent, and Transition</td>
<td>•Update and implement a comprehensive diversity recruitment program
• Targeted communications including: web based, electronic and print
• Specialized programming and events
• Refine key messaging and enrollment drivers
• Student Ambassador program
• Update and implement a comprehensive diversity recruitment program
• Work collaboratively with the departments enrolling special admit students</td>
<td>• Track historical regional yields to forecast the number of accepts needed to meet overall, regional and diversity targets.
• Recruitment strategies will be monitored and adjusted on a weekly basis utilizing weekly reports.</td>
<td>• New outreach, connections initiatives with key internal constituents including those stakeholders involved with diversity programming on campus
• Personnel/ Staffing; Close communications with EOP office, coaching staff and Athletics Director.</td>
<td>• At the conclusion of the recruitment cycle, special admit categories represent 21.73% of total enrollment. This is slightly higher than the overall goal and up from 15.51% from 2014.
• The numbers indicate that overall the total number of underrepresented students has increased significantly in every phase of the admissions funnel. For fall 2015, applications from underrepresented first time populations are +6%, offers of admission are +16.5%, and deposits are +12.8%. The bulk of the increase can be seen in the ethnic categories of Black and Hispanic.
<table>
<tr><th colspan="7">Special Admit Category</th></tr>
<tr><td></td><td colspan="2">Apps</td><td colspan="2">Accepts</td><td colspan="2">Deposits</td></tr>
<tr><td></td><td>2015</td><td>2014</td><td>2015</td><td>2014</td><td>2015</td><td>2014</td></tr>
<tr><td>EOP</td><td>2948</td><td>2845</td><td>138</td><td>132</td><td>66</td><td>76</td></tr>
<tr><td>Trans.</td><td>484</td><td>264</td><td>484</td><td>262</td><td>149</td><td>63</td></tr>
<tr><td>ET</td><td>41</td><td>40</td><td>40</td><td>40</td><td>34</td><td>32</td></tr>
<tr><th colspan="7">Ethnicity</th></tr>
<tr><td></td><td colspan="2">Apps</td><td colspan="2">Accepts</td><td colspan="2">Deposits</td></tr>
<tr><td></td><td>2015</td><td>2014</td><td>2015</td><td>2014</td><td>2015</td><td>2014</td></tr>
<tr><td>Black</td><td>2444</td><td>2367</td><td>631</td><td>481</td><td>143</td><td>134</td></tr>
<tr><td>Hisp.</td><td>1882</td><td>1712</td><td>597</td><td>497</td><td>100</td><td>82</td></tr>
<tr><td>Asian</td><td>489</td><td>504</td><td>294</td><td>287</td><td>44</td><td>31</td></tr>
<tr><td>N.A.</td><td>52</td><td>54</td><td>26</td><td>27</td><td>3</td><td>9</td></tr>
<tr><td>Total</td><td>4867</td><td>4640</td><td>1548</td><td>1293</td><td>290</td><td>253</td></tr>
</table>
</td>
</tr>
<tr>
<td>Co-Curricular & Support Programs

EMSA:ADM:SG.03</td>
<td>Recruitment Strategies</td>
<td>• Improve messaging and communication flow of marketing materials</td>
<td>• Implemented an events management module within CRM.
• Automated event related notifications
• Updated annual recruitment communication strategy</td>
<td>• Starting in spring 2015, the new system was utilized for 181 events (daily visits, info sessions, open houses, etc.)
All admissions staff trained in utilizing the system for registration and check in.</td>
<td>• Staff time: Mainly Dave Loreto, with additional time from other advisors.</td>
<td>• System has streamlined event related data entry
• Centralized event management database all within CRM
• Enhanced online registration experience
•Improved attendance tracking and reporting
• Communications Matrix has been created and is being updated accordingly as new materials are created/introduced.</td>
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</table>

			• Design materials to meet specifications of communication strategy. Engage in audience segmentation to promote the Brockport message tailored to various sub-populations.	All events in system have automated custom confirmation, reminders, and post-event follow up notifications. • Creation of Communications Matrix (large table-format document outlining all marketing materials released by the Admissions Office) along with individual flow charts for freshmen, transfer and international eCommunications • Review of new messaging/materials created for specific student populations – freshmen, transfer, international, etc.		New eCommunications have been introduced for recruits from the lead stage to the deposited stage.

Creating a Culture of Evidence & Continuous Improvement

The College at Brockport is committed to improving program effectiveness and the quality of the student experience through assessment data. The use of assessment data will contribute to the culture of evidence within each unit and the overall campus community. This section allows units to report administrative assessment data that might not necessarily be tied to a specific goal, but illustrates program or unit effectiveness.

<table>
<tr><th>Assessment Objective</th><th>KPIs/Benchmark</th><th>Outcome/Results</th><th>Analysis</th></tr>
<tr><td>Enrollment probability of admitted freshmen</td><td>Predictive Model Score

Yield rates</td><td>Freshmen applicants were scored in four categories (A – D, with A being most likely to attend, D least likely to attend).

<table><tr><th>Category</th><th>Deposits</th><th>Admits</th><th>Yield</th></tr><tr><td>A</td><td>541</td><td>1599</td><td>33.8%</td></tr><tr><td>B</td><td>263</td><td>1704</td><td>15.4%</td></tr><tr><td>C</td><td>139</td><td>1583</td><td>8.7%</td></tr><tr><td>D</td><td>19</td><td>1680</td><td>1.1%</td></tr></table></td><td>The model was effective at predicting enrollment likelihood of freshmen applicants. It would be beneficial if scores were calculated sooner in the recruitment cycle, however, a significant variable in the model is related to FAFSA information which isn’t available until the spring.

For the upcoming cycle, we plan to expand our recruitment strategy within the B and C categories as this is a group of students who may be “on the fence” about attending Brockport.

We also plan to incorporate a similar model and strategy at earlier stages in the recruitment funnel utilizing a prospect-to-enroll model.</td></tr>
<tr><td>Update and implement a comprehensive diversity recruitment program</td><td>• Weekly reports used to benchmark and project final pools
• Prospect reports
• Applicant, accept and deposit reports</td><td>As of week 43, total minority enrollment is +12.8% vs. week 43, 2014.</td><td>The upsurge in minority enrollment may be attributed to the placement of advisors with minority backgrounds into regions with a heavy minority presence. Example; NYC.

Specific recruitment efforts should continue to be directed at these groups, expanding the breadth and depth of current efforts. These could include; the continued presence of minority advisors in key regions, minority specific communications plan.</td></tr>
</table>

CRM contact management	Contact logs (emails sent through outlook, in-bound/out-bound phone call records)	**Activity** / **Count** **Outlook emails sent** 3181 **Phone calls** 1937	This strategy was implemented in November after the bulk of the fall travel season, so the data does not reflect a full recruitment cycle. It should also be noted that advisors only log the final email in a correspondence so while there may be multiple replies to a given message, only the last one is logged.
Use of Virtual Tour	Data supplied by YouVisit based on visitor use/actions	Module / 13-14 / 14-15 **Walking tour** 70% 90% **360s** 19% 5% **Photos** 6% 3% **Videos** 5% 1%	Comparing results from last year, the walking tour has increased in popularity among visitors and all other modules have seen a decline in interest. This information will help us focus on improving the areas of the virtual tour that are of the highest interest to our visitors.

2014-2015 Closing the Loop Summary Report

2014-2015 Goal: Meet overall regional deposit goals

Tool Used: Target reports regional data

Data/Results:

Rochester					
	Applied	**Accepted**	**Yield**	**Deposits**	**Yield**
2015	1411	908	64.4%	343	37.8%
2014	1615	946	58.6%	404	42.7%
2013	1573	929	59.1%	399	42.9%
2012	1506	861	57.2%	390	45.3%
3 Year Avg	**1565**	**912**	**58.3%**	**398**	**43.7%**

Buffalo					
	Applied	**Accepted**	**Yield**	**Deposits**	**Yield**
2015	1251	840	67.1%	236	28.1%
2014	1257	788	62.7%	225	28.6%
2013	1250	793	63.4%	254	32.0%
2012	1254	799	63.7%	250	31.3%
3 Year Avg	**1254**	**793**	**63.3%**	**243**	**30.6%**

vs Last Year	-12.6%	-4.0%	5.8%	-15.1%	-4.9%
vs 3 Year Avg	-9.8%	-0.4%	6.1%	-13.7%	-5.9%

vs Last Year	-0.5%	6.6%	4.5%	4.9%	-0.5%
vs 3 Year Avg	-0.2%	5.9%	3.9%	-2.9%	-2.5%

Syracuse					
	Applied	Accepted	Yield	Deposits	Yield
2015	705	480	68.1%	126	26.3%
2014	822	523	63.6%	135	25.8%
2013	660	455	68.9%	137	30.1%
2012	806	482	59.8%	125	25.9%
3 Year Avg	763	487	64.1%	132	27.3%
vs Last Year	-14.2%	-8.2%	4.5%	-6.7%	0.4%
vs 3 Year Avg	-7.6%	-1.4%	4.0%	-4.8%	-1.0%

North Country					
	Applied	Accepted	Yield	Deposits	Yield
2015	229	163	71.2%	42	25.8%
2014	268	187	69.8%	38	20.3%
2013	249	167	67.1%	52	31.1%
2012	224	141	62.9%	37	26.2%
3 Year Avg	247	165	66.6%	42	25.9%
vs Last Year	-14.6%	-12.8%	1.4%	10.5%	5.4%
vs 3 Year Avg	-7.3%	-1.2%	4.6%	-0.8%	-0.1%

Catskills					
	Applied	Accepted	Yield	Deposits	Yield
2015	258	173	67.1%	54	31.2%
2014	256	170	66.4%	52	30.6%
2013	262	166	63.4%	42	25.3%
2012	251	156	62.2%	49	31.4%
3 Year Avg	256	164	64.0%	48	29.1%
vs Last Year	0.8%	1.8%	0.6%	3.8%	0.6%
vs 3 Year Avg	0.7%	5.5%	3.1%	13.3%	2.1%

Albany					
	Applied	Accepted	Yield	Deposits	Yield
2015	503	345	68.6%	82	23.8%
2014	536	322	60.1%	57	17.7%
2013	510	296	58.0%	49	16.6%
2012	495	303	61.2%	69	22.8%
3 Year Avg	514	307	59.8%	58	19.0%
vs Last Year	-6.2%	7.1%	8.5%	43.9%	6.1%
vs 3 Year Avg	-2.1%	12.4%	8.8%	40.6%	4.8%

Out of State					
	Applied	Accepted	Yield	Deposits	Yield
2015	305	166	54.4%	35	21.1%
2014	311	181	58.2%	26	14.4%
2013	310	164	52.9%	25	15.2%
2012	234	132	56.4%	23	17.4%
3 Year Avg	285	159	55.8%	25	15.7%
vs Last Year	-1.9%	-8.3%	-3.8%	34.6%	6.7%
vs 3 Year Avg	7.0%	4.4%	-1.4%	41.9%	5.4%

NY Metro					
	Applied	Accepted	Yield	Deposits	Yield
2015	4679	1830	39.1%	270	14.8%
2014	4579	1617	35.3%	225	13.9%
2013	3917	1260	32.2%	218	17.3%
2012	3671	1202	32.7%	239	19.9%
3 Year Avg	4056	1360	33.4%	227	17.0%
vs Last Year	2.2%	13.2%	3.8%	20.0%	0.8%
vs 3 Year Avg	15.4%	34.6%	5.7%	18.8%	-2.3%

Downstate					
	Applied	Accepted	Yield	Deposits	Yield
2015	776	400	51.5%	69	17.3%
2014	737	386	52.4%	52	13.5%
2013	651	311	47.8%	51	16.4%
2012	545	265	48.6%	60	22.6%
3 Year Avg	**644**	**321**	**49.6%**	**54**	**17.5%**
vs Last Year	**5.3%**	**3.6%**	**-0.8%**	**32.7%**	**3.8%**
vs 3 Year Avg	**20.4%**	**24.7%**	**2.0%**	**27.0%**	**-0.3%**

NY City					
	Applied	Accepted	Yield	Deposits	Yield
2015	3060	856	28.0%	105	12.3%
2014	2868	699	24.4%	100	14.3%
2013	2350	484	20.6%	94	19.4%
2012	2232	461	20.7%	98	21.3%
3 Year Avg	**2483**	**548**	**21.9%**	**97**	**18.3%**
vs Last Year	**6.7%**	**22.5%**	**3.6%**	**5.0%**	**-2.0%**
vs 3 Year Avg	**23.2%**	**56.2%**	**6.1%**	**7.9%**	**-6.1%**

Long Island					
	Applied	Accepted	Yield	Deposits	Yield
2015	843	574	68.1%	96	16.7%
2014	974	532	54.6%	73	13.7%
2013	916	465	50.8%	73	15.7%
2012	894	476	53.2%	81	17.0%
3 Year Avg	**928**	**491**	**52.9%**	**76**	**15.5%**
vs Last Year	**-13.4%**	**7.9%**	**13.5%**	**31.5%**	**3.0%**

vs 3 Year Avg	-9.2%	16.9%	15.2%	26.9%	1.2%

Summary/Conclusions: Regional numbers vary greatly by the geographical locations. One conclusion to draw is demographics play a vital role in our regional numbers. Buffalo, North Country, Catskills remained relatively flat. New York City, Downstate, Long Island, and Albany have very strong numbers for 2014-15.

Recommendations/Action Items for next year: Continued presence in each of these regions paired with a more seasoned staff should show increases in the regional data for next year.

Methods for disseminating results: Regional data was shared with each admissions advisor at the conclusion of the cycle. They are using this data to inform their decisions regarding the upcoming travel season, e.g. which areas need more attention through visits and outreach.

Sentence to be included in EMSA Briefing Book: UG Admissions continued to take strategic approach to recruitment travel, deploying several new staff members to untapped markets, e.g. Southern Tier and Albany, and focusing efforts on primary feeder community colleges.

2014-2015 Goal: Increase acceptance yield via targeted programs for applicants and accepted students, including seven yield events on- and off-campus that were new in 2014-2015.

Tool Used: The success of this goal was measured by attendance at events and yield conversion of students who attended yield events. Also taken into consideration was the cost of each event in relation to the deposits yielded (cost per deposit for each event).

Data/Results:

	Cost	Attended	Deposits	Yield %	Spent per Deposit	ROI
Transfer Open House 2	$657.00	55	43	78.20%	$15.28	$517
Fall Open House 3	$2,440.00	409	92	22.50%	$26.52	$298

Transfer Open House 1	$921.25	40	27	67.50%	$34.12	$232
Accepted Student Day 2	$8,770.10	337	251	74.50%	$34.94	$226
Fall Open House 1	$2,206.15	258	60	23.30%	$36.77	$215
Fall Open House 2	$2,435.00	232	56	24.10%	$43.48	$182
Honors Reception	$853.50	32	17	53.10%	$50.21	$157
Overnight Visit Program	$1,279.00	57	18	31.60%	$71.06	$111
Accepted Student Day 1	$8,500.00	153	111	72.50%	$76.58	$103
New York City Reception	$2,210.00	52	13	25.00%	$170.00	$46
Major Exploration Day	$1,905.50	19	10	52.60%	$190.55	$41
Ellsworth Bus Trip	$8,277.50	84	40	47.60%	$206.94	$38
Buffalo Reception	$5,144.32	37	24	64.90%	$214.35	$37
Scholars Sleepover 2	$7,455.25	47	33	70.20%	$225.92	$35
Scholars Sleepover 1	$7,437.75	50	32	64.00%	$232.43	$34
Syracuse Reception	$2,320.18	11	8	72.70%	$290.02	$27
Rochester Reception	$6,105.00	18	18	100.00%	$339.17	$23
Albany Reception	$6,556.50	23	17	73.90%	$385.68	$20
GRAND TOTAL	**$75,474.00**	**1,914**	**870**	**45.50%**	**$86.75**	**$91.11**
SPRING EVENT TOTAL	**$66,487.35**	**996**	**652**	**65.50%**	**$101.97**	**$77.51**

NEW EVENTS	Cost	Attended	Deposits	Yield %	Spent per Deposit	*Net Revenue	ROI
Albany Reception	$6,556.50	23	17	73.90%	$385.68	$136,368	$21
Rochester Reception	$6,105.00	18	18	100.00%	$339.17	$142,272	$23
Major Exploration Day	$1,905.50	19	10	52.60%	$190.55	$79,040	$41
Overnight Visit Program	$1,279.00	57	18	31.60%	$71.06	$142,272	$111
Honors Reception	$853.50	32	17	53.10%	$50.21	$134,368	$157
Transfer Open House 1	$921.25	40	27	67.50%	$34.12	$213,408	$232
Transfer Open House 2	$657.00	55	43	78.20%	$15.28	$339,872	$517
GRAND TOTAL	**$18,277.75**	**244**	**150**	**61.48%**	**$121.85**	**$1,185,600**	**$65**

Summary/Conclusions: In summary, we spent a significant amount on implementing new events but it was within the proposed amount for the newly added events. Of our 1875 guests 852 deposited, for a 45% yield. When removing fall open houses and focusing solely on spring yield events, UG Admissions experienced a 66% yield. Two out of every three students who attended one of our spring yield events deposited. UG Admissions spent $91.11 per deposited student for all events combined.

Recommendations/Action Items for next year: Build upon the success of the new events by adding accepted students receptions in NYC and Long Island, while eliminating the NYC Reception always held in February that was open to prospects, applicants and accepts. UG Admissions will also explore more cost-effective venues for the Rochester and Albany receptions. Fall Open Houses will be condensed to two events rather than three to consolidate costs and also adjust to the historically lower attendance numbers of the second event. In addition, UG Admissions will host two Scholars Sleepovers, rather than three, to consolidate costs while taking into consideration the number of events where faculty and staff presence are requested.

Methods for disseminating results: The following data points were gathered and examined for each event: cost of event, number of students who attended, number of deposits after event, overall yield %, the amount spent per deposit, net revenue and return on investment.

Sentence to be included in EMSA Briefing Book: UG Admissions added seven new yield events for accepted students in 2014-2015. These events boasted a yield of 61.48%. These new events generated roughly $2.7 million in pre-discounted revenue (NY Resident Tuition + Room & Board).

2014-2015 Goal: Enhance recruitment initiatives through CRM system

Tool Used: Hobsons CRM

Data/Results: Starting in spring 2015, the CRM based event management system was utilized for every spring recruitment event, including daily visits and information sessions, 181 in total.

Summary/Conclusions: The Office of Undergraduate Admissions hosts thousands of prospective students each year. From July 1, 2013 to July 1, 2014, there were 5,137 campus visitors. Each campus visitor is input manually into Banner, **an estimated 408 -hours are spent** each year on this activity alone (it takes almost 5 minutes to add a new record into Banner). In January we implemented an event management system within the CRM that has significantly improved efficiencies in data entry, improved tracking and reporting for event managers, automated event related notifications and improved the student registration experience. Key improvements include:

1. **Streamlined data entry:** When online registrations are submitted, they are automatically entered into the CRM, eliminating the need to retype each entry into Banner.
2. **Centralized event management database all within CRM**: eliminates the need to manually track events on separate spreadsheets, cross referencing names against Banner
3. **Enhanced online registration experience:** registrants are invited by email and can register with one click which helps to minimize the time spent managing duplicates
4. **Improved attendance tracking:** check in can be managed onsite with laptops, attendance reports pulled in real time, attendance information automatically appended to contact communication log.
5. **Improved attendance reporting:** Dashboard within CRM gives event manager simple access to event registrations on a global scale without running reports
6. **Automated custom notifications:** registration confirmation, event reminders, follow ups, surveys can all be automatically scheduled into the system, and delivered based on student attendance or non-attendance at a particular event.
7. **Customized registration forms:** forms can be customized based on the particular event or standardized for recurring events without creating new web pages for each event.
8. **Custom event invites with variable printing:** direct mail invitations can use a custom code for prospective students to fast track their registration online

Recommendations/Action Items for next year: Based on our success this spring, we will continue to utilize the event management system with all future recruitment events. This tool has the capability to manage on-campus as well as off-campus events. An area to explore for the upcoming year would be to utilize it to manage registrations for Advisor-in-Residence days at area community colleges as well as Instant Admit Days at local high schools.

Methods for disseminating results: Event attendance was shared post event at staff meetings and also reported in the annual report.

Sentence to be included in EMSA Briefing Book: In January 2015, UG Admissions implemented a new event management system within the Hobsons CRM that has significantly improved efficiencies in data entry, improved tracking and reporting for event managers, automated event related notifications and improved the student registration experience.

2015-2016 Assessment Plan

This section summarizes the unit's future plans for progress toward strategic goals.

Strategic Plan Construct	**Divisional Priority/Objective(s)**	**Unit Goal**	**Assessment Objective**	**Assessment Measures**	**Resources Needed**	**Action Plan**	**Person(s) Responsible**
Co-Curricular & Support Programs EMSA:ADM: SG.02	Recruitment Strategies	Enroll **1,140** FTE Freshmen and **1,000** FTE Transfers helping ensure that the College achieves its overall enrollment and revenue targets	Maintain and/or grow first year prospect pool via: Search Names, Hobson's campaign, Social Networking/ Prospect Mining and Enhanced Admissions website •Maintain current academic quality in the FR admit and enrolled populations • 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, 3 Fall Open Houses, 3 Junior Preview Days and the Fridays for Transfers, and other ancillary recruitment events. • Increase acceptance	Weekly reports used to benchmark and project final pools: • Prospect reports • Applicant, accept and deposit reports • Feeder school reports • Number of visits to high schools, including multiple visits to top feeders. • Number of visits to community colleges, including multiple visits to top feeders.	Continued budgetary support from senior cabinet regarding strategic allocation of campus wide and divisional priority funding for new and innovative initiatives including recruitment objectives and **scholarship funding,** specifically for transfer students. Scholarship allocation needs to be revamped.	Throughout the recruitment year.	Director, Associate Director, Assistant Director, Assistant Director

			yield via: resigned/upgraded acceptance packets, targeted sleepover programs for accepted students, bus trip of accepted students from NYC				
		Improve use and overall management of allocations of campus funds while creating assessment measures (return on investment) for all major expenditures.	• Calculate a return on investment for large capital expenses • 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 • Advisors establish travel budgets within each region	• Return on investment calculation = net tuition revenue / project expense • Return on investment is the amount of revenue generated per dollar spent • Operating with a positive balance July 1st, 2016	• Minimal staff time to reconcile expenses on a monthly basis		Robert Wyant & Diane Gilhooly
		Enhance recruitment initiatives through CRM system -Develop a student based call-center	Number of calls attempted and completed by student callers	Funding for the project will be secured, telecenter system will be implemented in CRM, calls notes and call outcomes will be documented in the CRM	Student workers Telecenter software: ~$5000 Staff time: Dave Loreto Garett Roe	Call projects will focus on the following groups: Prospect qualification Incomplete application reminders Event reminders	Aug/Sep 2015 – prospect qualification calls October 2015, call team hired and trained Nov-May 2016 On-going call projects

						Summer melt	

Points of Pride & Accomplishments

Point of Pride/Accomplishment (include data/results as applicable)	**Applicable Strategic Construct/ College Priority/College Goal/ Divisional Priority/Unit Goal**	**Additional Notes**
A record 290 incoming freshmen, 23.46% of the freshmen class, are members of an underrepresented group. This continues to increase from last year's statistics of 253 students and 21.6% of the freshmen class.	Strategic Plan Goal 4.4 "Increase diversity across all populations of the campus." Unit goal: meet regional deposit recruitment, quality and diversity goals.	
Taking part in "No Excuses University" program by sponsoring a first grade class in Auburn, NY where over 65% of students are first-generation and qualify for free lunch.	Strategic Construct: A Culture of Philanthropy & Alumni Connectedness	"No Excuses University" is a network of schools across the United States that promotes a comprehensive model of college readiness for all students, beginning in kindergarten.
Implemented a contact management system utilizing existing tools within our CRM platform. Advisors have been trained to document all contact with prospective students using a very simple interface. This provides a rich contact history for each record with detailed logs of phone calls, emails, event attendance, and letters/mailings.	Unit Goal: Improve messaging and communication flow of marketing materials	
Successfully incorporated predictive model scores into spring yield 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.	Unit Goal: Improve messaging and communication flow of marketing materials	
Developed several Brockport branded mobile responsive email templates. Currently the majority of the email communication plan is not designed for mobile devices. Over the course of the past year any new emails that were added to the plan were built using the newly developed templates.	Unit Goal: Improve messaging and communication flow of marketing materials	

The students admitted into the ET/Transition special admit pool fell within the targeted percentage as well as the targeted gpa/test score minimum. The newly developed tracking system, as well as the streamlined review process for athletes helped to ensure that we met the expectation for enrollment of the quality of student athletes SUNY Brockport needs for a successful Athletics program.	Unit Goal: Meet regional deposit recruitment, quality and diversity goals. Recruit and maintain 15% of the incoming freshman class into special admit categories of EOP, Exceptional Talent, and Transition	
Hosted a record number of visitors the large on-campus group visitation program. 1,943 students visited as part of a large group visit in 2014-2015, compared to 1,593 in 2013-2014.	Strategic Construct: Academic Quality and Engagement	
UG Admissions added seven new yield events for accepted students in 2014-2015. These events boasted a yield of 61.48%. These new events generated roughly $2.7 million in pre-discounted revenue (NY Resident Tuition + Room & Board).	Unit Goal: Enroll 1210 FTE Freshmen and 1000 FTE Transfers helping ensure that the College achieves its overall enrollment and revenue targets	
In January 2015, UG Admissions implemented a new event management system within the Hobsons CRM that has significantly improved efficiencies in data entry, improved tracking and reporting for event managers, automated event related notifications and improved the student registration experience.	Unit Goal: Enroll 1210 FTE Freshmen and 1000 FTE Transfers helping ensure that the College achieves its overall enrollment and revenue targets	