

A Division of the Office of Undergraduate Education

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

MAY 2018-2019



**BUILDING
ON SUCCESS:
NATIONAL
STUDENT
RECRUITMENT**

Office of Admissions

Dear colleague,

It is an honor to work side-by-side with University colleagues, community partners, and students and their families to enhance the University of Minnesota Twin Cities undergraduate student body and support student success at all levels. We are privileged to bear witness to a transformative season in our students' lives. In our daily work, we have the privilege of working directly with eager students as they progress from focused high school scholars, to high-achieving leaders on our own campus, to proud graduates who become leaders and advocates in our community.

In recent years, the University has increased its focus on the recruitment, enrollment, retention, and graduation of students from across the nation. A healthy population of students attending our institution from states outside of Minnesota helps to provide a well rounded student body. Our goal is to continue to strengthen our national brand in key markets such as Illinois, and build our brand in new, up and coming markets like Washington State. For enrollment, our goal is to maintain our current national student numbers, with slight growth in specific areas.

To achieve this goal, we build close relationships with students and key stakeholders throughout each target territory (businesses, regional counselor organizations, high school counselors, influential alumni, etc), and help students to take the next step in the admission cycle.

Each strategy is executed with extra-mile customer service and meeting the student where they're at through special UMN events in their home town, high school visits, college fairs in their area, and through the efforts of 6 full-time staff who focus on targeted areas around the country (like New York, California, Texas, Illinois, Colorado). In addition to our targeted outreach team, every admissions counselor is ready to support students from across the U.S.

This report provides a high level overview of the University's comprehensive national student recruitment efforts. At the heart of each program and initiative described in this report is a strong campus-wide commitment to enrolling an academically prepared class.





Of course, our efforts to enhance the undergraduate student body with a breadth of national students require continuous focus and ongoing enhancements. Enrolling a nationally diverse student body—with students bringing differing experiences, talents, and perspectives to their scholarly community—is essential to achieving the educational benefits of diversity for all students. Discovery and the exchange of ideas is central to the undergraduate experience.



Sincerely,

Heidi Meyer

Heidi Meyer

Executive Director
Office of Admissions
University of Minnesota Twin Cities





Diversity: (Broadly Defined)

A core value of the University of Minnesota.

Diversity includes students from different races, economic background, geographic origins, genders, religions, ethnicities, sexualities, talents and beliefs.

Recruiting bright and curious students

As the Office of Admissions at The University of Minnesota, we orchestrate the university's campus-wide recruitment efforts in collaboration with campus partners. Enrolling an academically qualified, diverse student body is essential to the University's mission.

A **diverse** student body greatly enhances the academic and social environment of the campus and helps prepare students to thrive in a global society. One of the University's Student Learning Outcomes is that graduates are expected to "understand diverse philosophies and cultures within and across societies."

Student Success Is A Core Value

Student success is at the center of everything we do in The Office of Admissions at the University of Minnesota. Recruitment is the start of that focus. The University's emphasis on student success over the last decade has resulted in an all time-high freshman retention rate.

We review each applicant for strong student preparation at the high school level, as academic preparation is key to a student's college success. We require a student to report all courses and grades from their high school career to confirm they are ready for the U of M's rigorous university courses.

Although academic preparation is the foundation for a student's success on campus, we also consider other factors that may lead to a student's preparation for success at the University. The University's goal is to provide an educational environment that prepares our students "to be responsible and engaged citizens who, upon graduation, are ready to participate in and meet the challenges of a complex, diverse, and global society."

Our **holistic review** process ensures we look at the whole student, which allows us to admit students who are academically ready for university study, and will also benefit from and contribute to our thriving and diverse campus environment.



Holistic review:

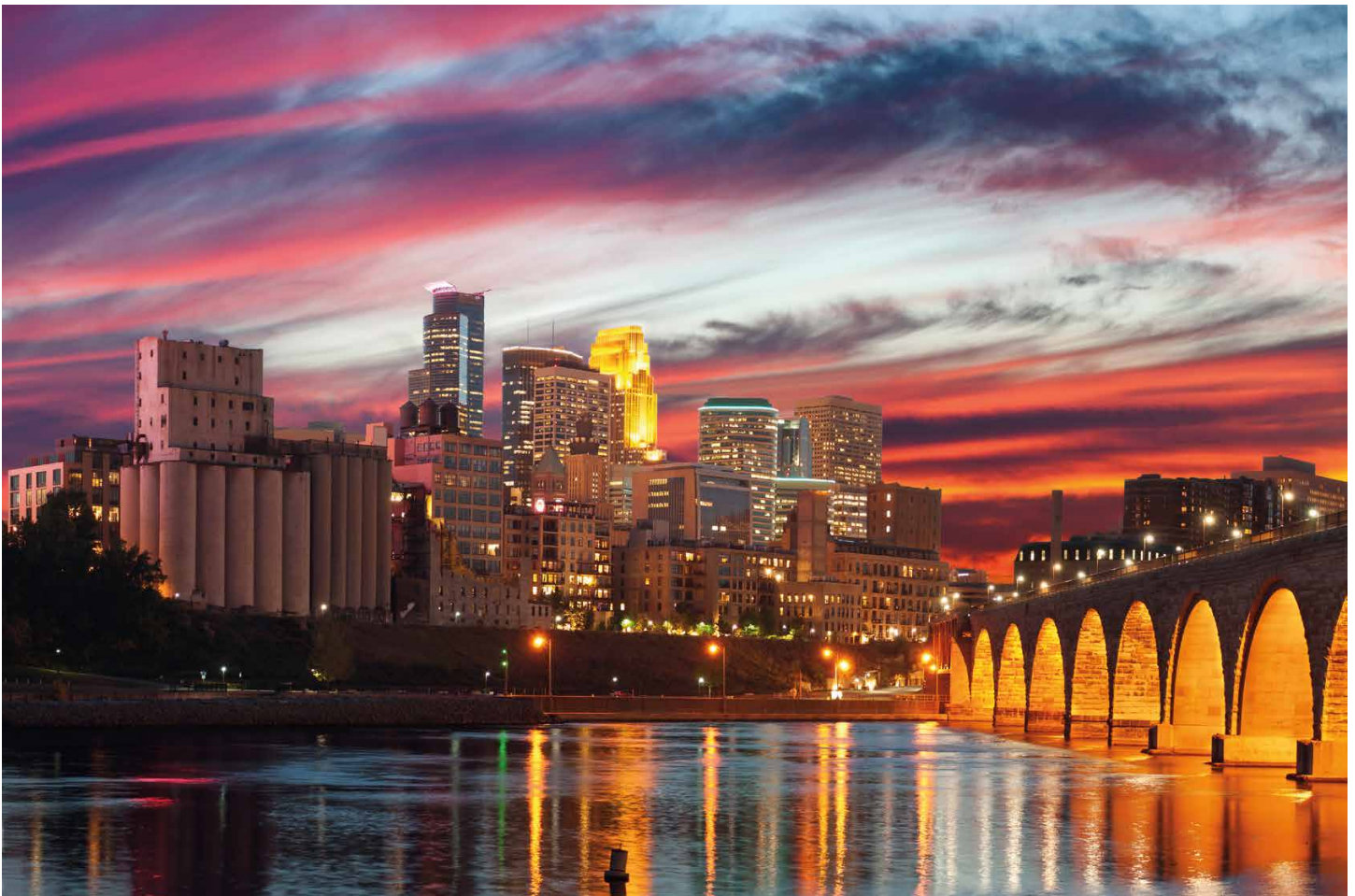
Emphasizes the importance of giving individualized consideration to every applicant and provides operational guidance to ensure that admissions processes and criteria are both mission- and evidence-based to promote diversity and use a balance of experiences, attributes, and academic metrics.

We do not base our admissions decisions on an automated or numeric process. Our review process considers many factors, including a student's likelihood of success at the University. We consider those characteristics that lend themselves to the success

of our enrolled students and consider characteristics we know enhance success with a likelihood of timely graduation.

Because no two students are alike, students with similar academic credentials may have different interests and experiences. The pool of applicants and fit for a particular program at the U of M can vary by student and freshman-admitting college. Our holistic review allows us to get to know each applicant, so that we can make the best admission decision possible for students and the University.

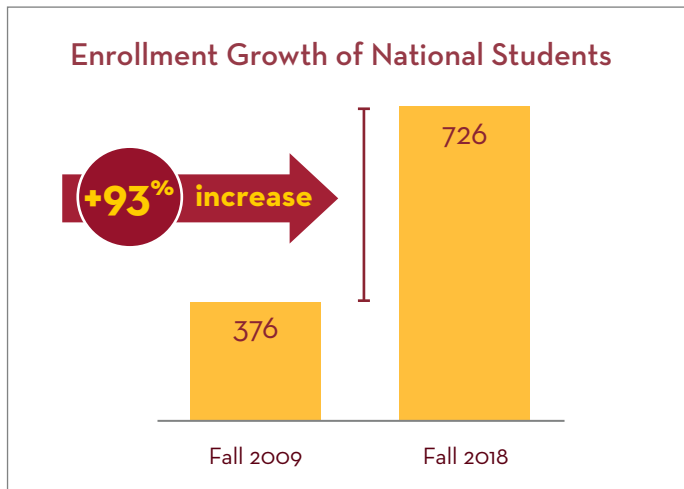
Using the holistic review process allows us to support students. Over the past decade the University has experienced record student satisfaction, retention, and graduation rates. These metrics inform our admissions practices as well as our recruitment and outreach practices.



A decade of enrollment and academic growth

Enrollment progress

At the University of Minnesota, through the use of our strategic recruitment and enrollment management practices, enrollment of national students has increased significantly over the last decade.



Academic preparation

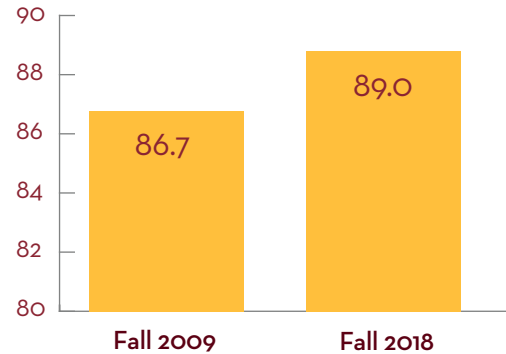
The academic preparation of the freshman class, and students nationwide, has continued to increase in the past 10 years.

Increased high school academic preparation has shown to result in higher college retention and graduation rates. Despite declining and shifting demographics in Minnesota and surrounding states, the Office of Admissions has consistently met the University's enrollment targets and worked to enhance the diversity and academic preparation of the incoming freshman class. However, the recruitment environment is highly competitive.

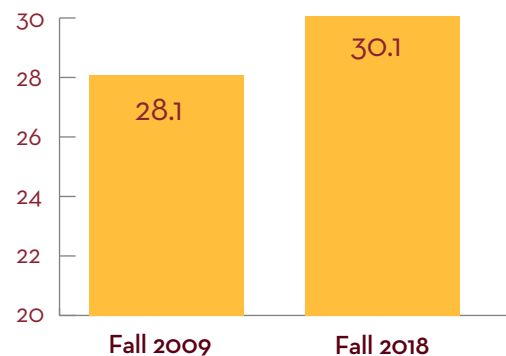
We are recruiting a population of students who have numerous options for their college experience. The University's ability to continue to meet enrollment goals—especially in the face of shifting demographics—requires that we evolve and improve our recruitment approach.

Note the increasing academic preparedness measures of the last 10 years incoming freshman class below.

Average High School Rank



Average Composite ACT





Recruitment Overview

A Competitive Landscape

Numerous enhancements made to the undergraduate experience and admissions program have directly contributed to the University's outstanding enrollment success. Despite declining and shifting demographics of college-bound students nationwide, the Office of Admissions has consistently met the University's enrollment targets and worked to enhance the diversity and academic preparation of the freshman class. However, the college recruitment environment is highly competitive. We are recruiting a population of students who have numerous options for their college experience. The University's ability to continue to meet enrollment goals—especially in the face of shifting demographics—requires that we continually evolve and improve our recruitment approach.

We follow **three basic philosophies in our freshman recruitment** to ensure we recruit and enroll a bright, curious, and diverse (broadly defined) freshman class every fall.

Reaching students

We continue to optimize our online information and included a couple of new ways to reach high school counselors and Minnesota students.

- >> **Online Website Engagement** - Our website serves as a resource for students, families and high school counselors 24/7. In the past year, more than 300,000 unique Minnesota visitors accessed the admissions site.
- >> **"Ask A Gopher" Student Virtual Panels** - To reach more future students, we hosted live video panel events featuring current U of M students from across the US and an Admissions Counselor. We broadcast the Q&A sessions using live video streaming to bring it directly into the homes of potential new students across the country. Between the live broadcast and post-event viewings, the videos reached more than 600 students, families and high school counselors.



- >> **Alumni Letter Writing Campaign** - 95 alumni handwrote 475 notecards to admitted students from their home state to share support and encouragement to attend the U of M.

①  Conduct early and frequent outreach

②  Provide authentic customer service to make enrollment easy

③  Sustain campus and community partnerships





CONDUCT EARLY, FOCUSED AND FREQUENT OUTREACH

Early outreach

We develop relationships with prospective students throughout their high school careers and assist them with each stage of the college choice, application, and enrollment processes.

Focused and frequent outreach

We simultaneously target recruitment efforts to high school sophomores, juniors, and seniors to provide key information in the format they want, when they want it. Managing three freshman classes at a time means communicating with hundreds of thousands of high school students, their families and high school counselors.

The phases of the recruitment cycle are divided into Project Filling the Basket, Project Choice Set, Project Application, and Project Commitment. During each phase, we implement strategic marketing campaigns and relationship-building initiatives to encourage students and their influencers (such as parents and school counselors) to take the next step towards enrolling at the University. We also work with transfer students, communicating information about next steps for applying to and enrolling at the University of Minnesota Twin Cities.

Recruitment and Communications are interwoven to provide the most targeted and personal interaction possible with each prospective student and their family.

Recruitment is a campus-wide, collaborative effort led by the Office of Admissions in partnership with University faculty, staff, currently enrolled students, and alumni. Given that college-aged students are being aggressively recruited by colleges in Minnesota and across the country, it is essential that we make it easy for students to take key steps towards enrollment.

Recruitment methods include:

28 Recruitment Receptions across the nation. Customized visits and events to help students see themselves at the U of M. Each event showcases the University's academic programs and opportunities, and a series of recruitment events are held on campus each year. We roll out the "maroon carpet" to make students and families feel welcomed and special.

309 High School visits to schools across the nation, sending admissions counselors directly into the school buildings to build relationships with school counselors, career counselors, and college-bound students.

165 College Fairs attended across the country.

2,457 Customized Visits

79 Admitted Student Coffee Meet and Greet outreach meetings. U of M representatives in local areas meet one-to-one with students to answer questions and connect!

29 High School Counselor outreach programs including Big 10 Consortium programs and market-based counselor events.

5 Scholarship Events

NEW! 2 YouTube Live events (featured current U of M students from across the U.S. sharing their experiences).

Targeted communications are designed to support a recruitment strategy to provide extra-mile customer service and develop personal relationships to bring a diverse and academically prepared student body to campus.

Targeted recruitment communications include:

- » Showcase the benefits of attending the University of Minnesota Twin Cities
- » Distinctly convey the inspiring tone surrounding curiosity and discovery
- » Contain a clear call to action to facilitate next steps in admissions/enrollment process
- » Use multi-channels and contain appropriate messaging to both students, families and high school counselors





PROVIDE AUTHENTIC CUSTOMER SERVICE

Our Admissions team is set up to provide exceptional customer service to build 1:1 relationships with students. This approach makes it easy to access and interact with the University and is often noted as a key differentiator for prospective students exploring our institution.

We strive to have personal outreach between students and our professional admissions counselors throughout the college search, application, and enrollment steps. This approach is strengthened by expansive communications outreach and cross-campus collaboration for events and visits.

Phone calls

A unique component of our Customer Service involves phone calls from our Admissions Counselors and Student-staffed call team. In addition to our tours, visits, mailing and emails, we reach out to students who've expressed interest in the University via phone for 1:1 communication and information sharing.



National student calls:

68,183

Dedicated National Recruitment Team

While the entire Office of Admissions staff is committed to the recruitment of national students, there is a team of six full time national recruitment positions, three of which are regionally located admissions counselors.

California (West Coast Counselor): Primary areas include San Diego, Orange County, San Francisco Bay Area, and Seattle.

New York, New Jersey, DC (East Coast Counselor): Primary areas include New York City, Northern New Jersey, DC Metro Area.

Texas (Southern States Counselor): Primary focus is on the Dallas-Fort Worth Metro Area.

Three national recruitment staff are based in the Minnesota office but visit and work with students and families in Colorado, Illinois, Kansas and Missouri. Additionally, students from all US states and territories can find their dedicated Admissions Counselor online at z.umn.edu/admissionscounselor.





The work of these staff members includes specific responsibilities for outreach to and recruitment of high school students of national students. These staff members serve as personal contacts for students and their families. They build relationships with students and frequently visit high school students throughout the academic year. They also take the lead in coordinating the Office of Admissions' involvement at community events.

Student staff component: Authenticity and engagement

The Office of Admissions also staffs a team of student territory managers. These currently-enrolled students build relationships with prospective students of color and American Indian students. They refer questions to professional admissions counselors and work closely with the student of color recruitment team to ensure

that students receive quick answers to their questions. Student territory managers also follow-up by mail and email with students they cannot reach by phone.

Student group partnerships

The Office of Admissions continues to work closely with several on-campus student groups and involves current students in:

- » Student panels both on- and off-campus
- » Recruitment Events
- » Student calling outreach
- » Student visit experiences.

One example of these partnerships is national student calling nights. Our student callers are from the regions we focus on and can lend real insight to prospective students who might wish to attend the University of Minnesota.



SUSTAIN CAMPUS AND COMMUNITY PARTNERSHIPS

In orchestrating the University's recruitment efforts, the Office of Admissions collaborates closely with all seven of the University colleges along with key departments on events and communications with prospective students. These partnerships have been key to connecting prospective students with faculty, staff, and enrolled multicultural students, while also showcasing the academic, experiential and social opportunities at the University.

Specialized recruitment events

We coordinate targeted recruitment activities with regional Admission Counselors in key markets in California, Texas, Illinois, New York and New Jersey.

Each counselor works to engage prospective students and help them explore all that the University of Minnesota has to offer. Events are family-oriented and usually hosted by U of M Alumni in their homes across the US. Events showcase the University's current students, faculty and staff, academic programs, and student groups.

We also host events on campus to welcome our national students and families, help them meet others that can provide support and shared experiences as well as learn all that the University has to offer.



Campus Collaboration

Critical to the work of the Office of Admissions, we work closely with key campus partners to plan events, and also keep them informed of current efforts and provide updates on annual progress. This ensures everyone is working toward a shared focus of attracting students to the University of Minnesota.

Admissions counselors and staff work closely with the on-campus partners to leverage resources and increase touchpoints with students. Personal interaction with prospective students and collaborative efforts are central to effective recruitment and enrollment efforts. The Office of Admissions takes the lead in identifying and engaging prospective students and then collaborates with colleges, faculty, key departments, and student groups to ensure that students and their families receive the information they need to consider and enroll at the University of Minnesota.

Strong Community Partnerships

We are proud to partner with many community colleagues and organizations in our expanding access to students and in support of the University's enrollment efforts. A cornerstone of the University's commitment to national recruitment is a focus on working with community members to support student college exploration and preparation as we encourage students to consider the University of Minnesota for their college home.

Our community partnerships ensure that students gain important access to the opportunities that exist at the U of M, and provide the University with opportunities to connect and build relationships with students so they may fully consider the University of Minnesota as one of their college options. The interactions fostered through our partnerships provide students with the experiences and interactions that give students the information and tools they need to prepare for a successful undergraduate experience at the U of M.

Campus Partners:

Campus Partners:

- » U of M Colleges
- » University of Minnesota Alumni Association
- » University of Minnesota Foundation
- » Alumni network partnerships in: Dallas, DC, Denver, San Francisco, LA, Seattle, and NYC

Community Partners:

Association of College Admissions

Counseling (ACAC): These chapters bring together high schools and colleges to serve students as they pursue and apply for postsecondary admission. The U of M works with the following state and regional chapters:

- ACAC - IL
- Great Plains ACAC
- Missouri ACAC
- RMACAC (Rocky Mountain Colorado)

Higher Education Consultants Association

(HECA): Independent counselors from key markets visited campus to learn more about programs, the application process, campus activities and take a tour.

TACRAO—Texas Association of Collegiate Registrars and Admissions Officers

DARN—Dallas/ Fort Worth Admissions Regionals Network

RACC- Regional Admissions Counselors of California

ROAM-NYC—Regional Officers of Admissions for Metro NYC

NARAC—National Association Of Regional Admissions Counselors: All U of M Admissions regional staff are members.





Even though great progress has been made in recruiting national students further progress is needed. Recruitment of this critical community remains a focus.

The Office of Admissions continually works to expand and enhance the effectiveness of its recruitment efforts.

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