

**USF SARASOTA-MANATEE  
ASSESSMENT PLANNING RECORD  
2015-2016**

<b>UNIT:</b>	<b>Admissions and Financial Aid</b> (Andy Telatovich, Director of Admissions and Financial Aid)
<b>MISSION:</b>	The mission of Admissions and Financial Aid is to serve students throughout the college search, admissions, and financial aid process while maintaining the accuracy and efficiency of academic and financial evaluations. The office also seeks to enroll a talented and diverse student body who is academically prepared to succeed. This is accomplished using multiple recruitment strategies and by working closely with the variety of populations we serve. The goal with each population is to assist each individual with timely information and services that enable students to reach their academic goals.
<b>2015-20 USFSM STRATEGIC PLAN GOALS:</b>	<p><b>STRATEGIC GOAL #1: Student Success</b> Ensure student retention, timely completion, employment success, and student satisfaction.</p> <p><b>STRATEGIC GOAL #2: Campus Life</b> Foster an intentional culture of campus engagement.</p> <p><b>STRATEGIC GOAL #3: Intentional Enrollment Management</b> Strategically recruit and retain students by growing existing programs and creating new programs of strategic emphasis or demonstrated demand.</p> <p><b>STRATEGIC GOAL #4: Teaching and Learning</b> Explore and implement innovative technologies and pedagogical methods that increase student engagement in the learning process and improve student learning outcomes.</p> <p><b>STRATEGIC GOAL #5: Scholarly Activity</b> Recognize and support diverse faculty and student research activities.</p> <p><b>STRATEGIC GOAL #6: Community Engagement</b> Build and be known for a community engagement identity in partnership with a variety of organizations throughout the service area.</p> <p><b>STRATEGIC GOAL #7: Resources</b> Preserve, grow, and diversify the human, physical, financial, private, and other resources, aligning them to support the strategic goals.</p>

**UNIT GOALS:**

1. **Customer Service:** Provide quality customer service to promote a community of respect and demonstrate the value, dignity and worth of the individual (Aligns with USFSM Goals 1,2,3; Strategies 1.3, 1.6, 2.6, 3.4, 3.7).
2. **Collaboration:** Teamwork and cooperation amongst staff and campus stakeholders to work to achieve the goals and mission of the university (Aligns with USFSM Goals 2,7; Strategies 2.5, 7.1).
3. **Admissions:** Continue to develop knowledge, efficiency and best practices for both undergraduate and graduate admissions processes (Aligns with USFSM Goal 3).
4. **Enrollment:** Enhance our enrollment plan to strategically meet targets for applications, admissions, and enrollments for various student populations (Aligns with USFSM Goals 1, 2, 3)
5. **Strong Academic Profile:** Recruit and enroll academically talented students with high predictors of student success at USFSM. Enroll students that contribute to a strong academic profile for the university (Aligns with USFSM Goals 1, 3).
6. **Outreach:** Enhance our territory management and communication plans to better align with our specific challenges and targets for the following populations: Traditional FTIC, transfer, adult, military, and international students (Aligns with USFSM Goals 1,2,3; Strategies 1.6, 2.5, 3).
7. **Financial Aid:** Assist students in securing financial aid and increase awareness of financial aid's role in providing access to higher education. Provide information and guidance to students and parents regarding the various financial aid options and qualifying requirements along with the complexities of regulations and processes (Aligns with USFSM Goals 1,2,3; Strategies 1.3, 1.6, 2.5, 2.6, 3.8).

OUTCOMES	Unit Goal	Means of Assessment	Assessment Data	Plan Resulting from Analysis of Assessment	Vice Chancellor's Response (Dr. Terry Osborn)
<p><b>Outcome 1:</b> Increased size of USFSM admissions funnel, conversion and yield percentages of applied-to-admitted-to-enrolled with increased <i>overall</i> enrollment across the continuum.</p>	<p>3, 4, 6</p>	<p>FTIC, Transfer, Graduate Conversion and Yield Percentage: Data collected and reviewed from USF INFOCENTER. Increase USFSM student academic year conversion and yield percentages by 1%.</p>	<p><i>Change in percentage from the previous year's conversion and yield rate is listed in parenthesis.</i></p> <p><b>Summer 2015</b>            FTIC Conversion = 16% (-5%)            FTIC Yield = 20% (+2%)            Transfer Conversion = 68% (-2%)            Transfer Yield = 67% (Even)            Graduate Conversion = 46% (+16%)            Graduate Yield = 71% (-8%)</p> <p><b>Fall 2015</b>            FTIC Conversion = 33% (-2%)            FTIC Yield = 55% (-2%)            Transfer Conversion = 66% (+3%)            Transfer Yield = 71% (-1%)            Graduate Conversion = 46% (+14%)            Graduate Yield = 88% (+17%)</p> <p><b>Spring 2016</b>            FTIC Conversion = 12% (-1%)            FTIC Yield = 67% (Even)            Transfer Conversion = 62% (-1%)            Transfer Yield = 71% (Even)            Graduate Conversion = 32% (-8%)            Graduate Yield = 83% (+1%)</p> <p><b>Academic Year 2015-2016</b>            FTIC Conversion = 28% (-3%)            FTIC Yield = 54% (-1%)            Transfer Conversion = 65% (+1%)            Transfer Yield = 70% (-1%)            Graduate Conversion = 41% (+6%)            Graduate Yield = 83% (+6%)</p> <p><b><u>Overall Conversion = 53% (Even)</u></b>  <b><u>Overall Yield = 69% (Even)</u></b></p>	<p>We maintained our overall conversion and yield rate from the previous year after a 3% drop in conversion and a 2% drop in yield in last year's report. Overall USFSM enrollment was up compared to the previous year's term by 6.3% in Summer 2015, 6.6% in Fall 2015, and 5.6% in Spring 2016. Graduate conversion and yield rates for the year were a highlight with a 6% increase for both. We also had a 1% increase in transfer conversion (App to admit) as well. We did have a 1% decrease in FTIC yield (admit to enroll) to 54%, but we are still ahead of the national FTIC yield average of 36%. One of the things we have done to improve conversion and yield rates for the upcoming year is to hire 2 additional student workers in May 2016 bringing our total to 6. This will allow us to increase phone communication to applicants/admits moving forward. We have also created more email communication to students for the upcoming cycle in the admit stage to continue to express the strengths of USFSM to the end of our admissions funnel. We have also worked with our Marketing Department to create a new yield item that will be mailed in a small box to admits with USFSM sunglasses and a postcard with next steps. We feel this will be a yield improvement over what we had been doing in the past which was to send a card and USFSM magnet after the student deposited. We also continued to make tweaks to our FTIC Admitted Student Reception which we feel will</p>	<p>Excellent effort and results. Benchmark where possible against national norms.</p>

				add to strengthening our FTIC yield efforts. Likewise, we have implemented a FTIC summer bridge program for Summer 2016 which will help increase our overall FTIC conversion and yield numbers.	Evaluate the need for consulting services.
		Yield the Bulls documented strategies: Admissions Outreach meets weekly to access current and potential strategies to improve admissions and enrollment numbers.	Yield efforts are discussed and planned during weekly recruitment meetings and have been very productive for Admissions. We prioritize and strategize our efforts for each upcoming term and identifying groups of students to target for phone call and email campaigns. One of the major yield efforts for FTIC was mapped out in one of our meetings in April. We pulled a list of every admitted FTIC who had not deposited yet and went through items that could be covered in a phone call to each of the students (scholarship, financial aid, visited campus yet, etc.). Before we called the students though we came up with a mass email that was sent to them that asked questions about where the student was at in the decision making process and if there was anything holding them back. After the email was sent we used the survey results to prioritize our calls and add another piece of information to the calls. The email was sent through the Qualtrics system and we had 22 students who responded. Regular phone calls and emails were also made to inform students of missing items, congratulate students on their admission, and remind them of next steps for enrolling.	Our plan for FTIC Yield is to set up more efforts in the early part of the admit stage. Rather than waiting until the point of the admission deposit to send a student a yield item we are planning to send a yield item in the mail to students soon after the point of admission. Likewise, plans are in place to send additional personal note cards to students earlier in the year to establish a personalized connection. We also plan to use the Qualtrics survey system moving forward for other efforts.	
		Increase number of prospects, increase number of inquiries, and increase percent converted from inquiry to applicant.	SUSPECT CONVERSION – Through increased name buys we have more students in the top of our admissions funnel. There are currently 4,713 records for FTIC students in our Hobsons CRM whose created source code was a name buy (ACT, SAT, or NRCCUA Suspect) and whose entry term was Summer 2015, Fall 2015, or Spring 2016. PROSPECT CONVERSION - There	Now that we have been purchasing names of high school juniors for two years and high school sophomores for one year in addition to high school seniors, our plan is to start increasing our name buys of current sophomores. This will enable us to have students in our communication plans earlier on in	

			are currently 4,628 contacts whose Source Code was in a recruitment event, contact card, or campus visit (Prospect) at least once within a specific date range and whose entry term was Summer 2015, Fall 2015, or Spring 2016.	their high school careers which should increase our inquiry and application numbers moving forward.	
		Continue to clean up data in CRM and enhance reporting capabilities at the prospect and inquiry stage of the admissions funnel. Provide data to help assess demand for programs.	In the past year our new Hobsons CRM specialist has been able to increase the amount of time compared to years past that our prospective student records are cleaned, merged, and maintained in Hobsons so we have more accurate data on our prospective student numbers and more importantly, that they receive the correct communication plan.	We are sending our CRM specialist to the Hobsons Users Conference in July to obtain new knowledge and skills for managing the CRM system. We are also planning to move all campus visitor data collection to electronic formats to allow for easier and more accurate uploads to our CRM system.	
<b>Outcome 2:</b> Recruitment and enrollment plan developed to meet application, admission, and enrollment targets.	4, 6, 7	Admissions: Track strategic admissions outreach efforts to high school students within the local service area to educate them about opportunities at USFSM as well as requirements for applying to a four-year university. Include Guidance Counselors, Financial Aid presentations, and ACT/SAT prep classes host site, etc. Strengthen relationships with high school and community college counseling offices.	Admissions Outreach participated in 206 events during the Fall 2015 and Spring 2016 terms with the breakdown of events below:  64 High School Visits (Includes 17 Instant Decision Days at service area high schools) - 31% 53 State College/Community College Visits - 26% 35 College Fairs - 17% 21 Business/Company Visits - 10% 16 Community Events - 8% 14 USFSM Admissions and Financial Aid Hosted Events on campus (includes 1 Biology Open House, 2 Freshman Open Houses, 1 Homeschool Information Session, 1 Master's Degree Information Session, 2 Open Houses (all levels invited), 2 Transfer and Graduate Open Houses, 1 Local High School Guidance Counselor Workshop, 2 Manatee and Sarasota High School Guidance Counselor Training Workshops, 1 College Prep Day at USFM in partnership with the Manatee County School Board with focus on students from Title 1 schools, 1 Criminology Fair ) - 7% 3 Middle School Presentations - 1%  Through these 206 events, USFSM Admissions Outreach distributed approximately 7,125	We plan to start hosting regular information sessions and instant decision days on the SCF campus. We are also in discussions with SCF on having a new USFSM space on their campus that will allow for us to meet with students and easily set up presentations and information sessions. This will also give us an office space for an admission counselor to meet with students in a private setting. After trying Open House programs that are split between FTIC and Transfer/Graduate we plan to continue these split programs while still hosting Open House program with all 3 populations invited. Moving into our third year with all outreach staff recruiting FTIC, we will continue the development and strengthening of relationships with the guidance counselors in the schools we recruit at.	The new, improved Bull Room should assist transfer/graduate admission efforts.

		brochures and collected 1881 contact cards from prospective students. We also hosted 3 ACT Prep Classes with one being held each term. These classes typically had 20 to 25 high school students (Mostly juniors) who spent 3 days on campus with the class instructor. The contact information for these students was also loaded into our CRM so that they can receive communication from us about attending USFSM.		Excellent progress in hiring bi-lingual recruiter.
	Improve recruiter territory/relationship management with prospective students.	We moved into year two of a territory management system in Admission Outreach and continue to fine tune our recruitment plan for the future. After year one we adjusted our territories to give each admission counselor a more equal amount of schools and students to work with. We have implemented a calling campaign to high achieving students to congratulate the student on their merit scholarship received and to call students with information on how close they are to upgrading their scholarship or to qualify for the Founders or Scholars Award. We have also increased the number of emails in our communication plan and have gone through the timing and sequencing of the emails to make what we feel our great improvements.	We plan to further develop admission counselor "Top 25" list management system that will allow Admissions to better identify and track which FTIC we need to focus the bulk of our personal communication to. Recruiters will keep a running list of their top 25 students in their territory that they feel are a great fit for USFSM and have a good level of interest in attending. These students will receive priority in our regular personal communication to prospects. We have also recently hired a Bilingual Admission Counselor that we plan to utilize in targeted efforts and communication with our local Hispanic population. We plan to continue to enhance our prospective student communication plan and fine tune communication about our academic programs and strengths of the institution through all levels of the admissions funnel.	
	Develop recruitment and communication plans for minority students, homeschool students, and high achieving students.			
	Analyze scholarship and fund opportunities in collaboration with USF Tampa and USFSM Advancement. Leverage current scholarships to strategically recruit students.	Over the past year there have been a series of meetings in preparation for the handoff of all merit scholarships from the System to the individual campuses. In addition to taking over the ability to fund and create our own campus specific merit scholarships we have created a model showing commitment of Foundation Scholarships at the point of admission. Working with Advancement to complete the	Our plan is to develop a process of awarding Foundation Scholarships at the point of admission or as soon as possible after admission (ideally within 1 week). These scholarships will be awarded through a scholarship commitment letter that will be more impactful with students and enable us to better	

			transition to funding merit scholarships at USFSM for Fall 2017.	leverage these awards more than a spring offer.	
<b>Outcome 3:</b> Additional and improved events on campus and an enhanced campus visit experience.	6	Host high school guidance counselor workshop and homeschool student open house program. Increase use of current USFSM students in weekday campus tours and tours offered during admission events and enhance campus tour script.	In October 2015 we hosted a local high school guidance counselor workshop to inform counselors of what we have to offer their students. We had a great program and received positive feedback from counselors on the event which also included a trip out to tour the Biology teaching labs at Mote. Attendance was low for the event (5 counselors), but we did receive feedback that it would be better to host the event in November or February. We also hosted an Open House Program for homeschool students in early December that went well. Attendance was also low for this event (8 families), but we feel word will start to spread now amongst the homeschool community about what USFSM has to offer and that we are a great fit for homeschool students. For our campus tour guides we have hired an additional two student workers giving us a total of six students who can give tours.	Our plan is to set a date for the guidance counselor workshop that is not too close to the dates of their other annual training sessions. USFSM actually hosted both counselor training sessions last year with close to 50 counselors at each of those sessions. We feel that hosting our event too close to their training sessions was a factor in the attendance. Since we toured our teaching labs at Mote this past workshop we plan to take the counselors out to our Culinary Innovation Lab for the next program. We also plan to try a different date on the calendar for our Homeschool Student Open House to see if that helps with the attendance. We have also hired our newest admissions counselor with the responsibility assigned to them of supervising the student workers alongside Dara Arace.	Continue to monitor.
<b>Outcome 4:</b> Increased numbers of faculty, staff, current student, and alumni in the recruiting process.	2, 6	Track the expanded use of faculty, staff, students, and alumni in communication plan and at recruitment events.	We utilized 12 current students and 1 USFSM alumni at our FTIC Admission Student Reception in April. We added faculty led class simulations to our FTIC Open House events. We have expanded the use of Student Engagement and Career Services staff in our recruitment efforts. We have also utilized alumni at our Masters Degree Information Sessions by having a handful sit on an alumni panel for part of the program. We also participated in the USFSM 40 <sup>th</sup> Anniversary All Alumni Festival by hosting the college showcase which helped us make some connections with alumni for future events. We also utilized faculty for phone calls in April to admitted FTIC who had not deposited yet.	After trying a new program format at the reception which consisted of stations the students and parents rotated through to interact with different staff, students, and alumni, we plan to bring faculty and leadership back into the reception. We also plan to incorporate and expand faculty phone calls to admitted FTIC earlier in the recruitment cycle.	Invite Senior Leadership to AS Reception next cycle.

<p><b>Outcome 5:</b> Improved communications with prospective students.</p>	<p>6</p>	<p>Develop recruitment communication plans in the prospect and inquiry stage of admissions funnel, particularly in the areas of academic program and student life information.</p>	<p>This year we have taken steps to advance our communication plan to give a more well-rounded view of USFSM to prospective students. We have greatly increased the number of emails in our communication plan and fine-tuned the timing and sequencing of the emails to make what we feel our great improvements. We have separated our Open House Programs to FTIC only events and transfer/graduate student events.</p>	<p>Add in an organized process for prospective students to visit/observe a USFSM class. Develop on the classroom simulations we implemented at our April Open House. Develop recruitment strategies that give students access to select programming with Student Engagement.</p>	<p>Evaluate need for a consultant to guide in this process.</p>
		<p>Develop telecounseling program by adding call jobs to Hobsons Telecenter to be executed by staff and current students.</p>	<p>After implementing our Telecenter in Hobsons Connect two years ago with congratulations on admissions calls and apply for financial aid call jobs, we added call jobs last year for invitations to several of our recruitment events along with a call job for students who had applied for admission, but have not paid their application fee.</p>	<p>We have hired two more student workers giving us a total of six student workers on staff now which we plan to utilize to complete more phone call campaigns. Our newest admissions counselor has also been hired with the responsibility of managing our Hobsons Telecenter. We believe that with a larger caller group and someone on staff with focus on this we will be able to set up all of our calling campaigns in the Telecenter instead of running manual lists and we will be able to better track our calls to students and reach students on the phone more strategically.</p>	
		<p>Contribute content and page suggestions to Marketing to enhance Admissions website to provide more information to prospective students.</p>	<p>We have expanded our website by adding Summer Bridge Program and Dual Enrollment pages to our website. We have also gained access to the University Twitter account and have regularly posted content.</p>	<p>We are working with Marketing to add/launch microsities that work in conjunction with recruitment publications. We plan to develop our Summer Bridge Program and Dual Enrollment webpages. Add the ability to book appointments with Admissions Counselor via the website. Work with Marketing to continue to expand social media presence.</p>	

<p><b>Outcome 6:</b> Positive reviews of admissions and campus visit experience by students who attend events and campus tours.</p>	<p>1</p>	<p>Administer, track, and use results from electronic surveys taken by prospective students in attendance at recruitment events and on tours.</p>	<p>Electronic surveys are now sent to attendees of our recruitment events. We usually do not have many students that take the survey (Around 4 or 5 for each event), so there is limited data right now. However, for the students who have responded to our Open House feedback survey for Open House events this past year the overall feedback looks positive. The results are listed below and note there are slight variances in which questions are asked each survey, so some are not asked every time:</p> <p><b>Please rate the Information Fair:</b> Excellent = 16, Good = 4, Satisfactory = 1, Needs improvement = 0</p> <p><b>Please rate your campus tour:</b> Excellent = 15, Good = 5, Satisfactory = 1, Needs improvement = 2, Did not take campus tour = 4</p> <p><b>Please rate your classroom simulation:</b> Excellent = 7, Good = 2, Satisfactory = 0, Needs improvement = 0</p> <p><b>Please rate the Graduate Admissions Session:</b> Excellent = 2, Good = 2, Satisfactory = 0, Needs improvement = 0</p> <p><b>Please rate the transfer student information session:</b> Excellent = 5, Good = 4, Satisfactory = 0, Needs improvement = 0</p> <p><b>Please rate the majors and careers session:</b> Excellent = 5, Good = 1, Satisfactory = 1, Needs improvement = 0</p> <p><b>Please rate the financial aid session:</b> Excellent = 2, Good = 1, Satisfactory = 0, Needs improvement = 0</p> <p><b>Please rate the Open House as a whole:</b> Exceeded my expectations = 14, Met my expectations = 7, Did not meet my expectations = 0, Was not even close to my expectations = 0</p>	<p>Our goal is to increase the number of students who respond to our feedback surveys through multiple sending of the survey and/or offering an incentive for responding. We have also hired our newest admission counselor with a focus of developing our communication and feedback methods for campus visitors.</p>	<p>Increase use of data to make decisions re: resource utilization.</p>
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<p><b>Outcome 7:</b> Improved admissions processes.</p>	<p>3, 6</p>	<p>Expand staff's knowledge of International Admissions processes.</p>	<p>Admissions staff has attended trainings and meetings with USF World, USF Tampa, and USFSM's Global Engagement staff member to confirm aspects of our international student and DACA processes. An international student admissions information sheet has been created for admissions staff to use when working with students and this sheet is handed out and mailed to international students. Our staff member who is the primary contact dedicated to international student admissions has been in her position for close to two years now and is becoming well versed in working with the international student population. She has created and fine-tuned the automated emails we send international applicants and she has also updated the international student information on our website.</p>	<p>We have seen an increase in undergraduate international student enrolling at USFSM over the past 2 academic years. Our new enrolled undergraduate international student numbers have increased from 5 students in 2013-14, 9 students in 2014-15, and then 11 students in 2015-16. To continue this trend we plan to explore programs such as the Latin American Caribbean Scholarship Program and the Florida Canada Linkage to target untapped populations and initiatives to make USFSM an affordable option for more international students. We also plan to develop more email communication in our Hobsons CRM specifically for international students. We also plan to seek out more international student admissions training for staff as well as new international recruitment sources. We also plan to add an international admissions section to Outreach staff training manual. Provide conference access to our lead international processor. Update Admissions website to more accurately highlight process for local international students in regards to TLAC, HB851, and DACA.</p>	<p>Continue USF System collaboration on international efforts.</p>
		<p>Make use of the Graduate Task Force (Admissions, Outreach, and Advising) to improve graduate admissions, orientation, and communications processes and networking events.</p>	<p>Because of the changes in Advising we moved the items covered in our previously known Graduate Task Force to being covered during weekly recruitment meetings and Admissions team meetings. We also automated and streamlined our follow up letters that go out to admitted graduate students after they receive their acceptance letter.</p>	<p>We plan to continue to consistently track our graduate applicants throughout the admissions process and prioritize which students need to be contacted. We also continue to discuss and put into action new graduate recruitment initiatives. Improved email communication in our Hobsons Connect system to graduate prospects and inquires to include more emails directed at this student type. Our recent meetings on graduate recruitment have</p>	

				focused on ways that we can incorporate faculty into our graduate recruitment efforts. Our Master's in Social Work cohort for Fall 2017 was just approved so our plan over the next year is to devote efforts to recruiting for the next cohort.	Continue to monitor effectiveness.
		Continue to fine-tune freshman instant decision process and evaluate its timing and success.	We increased the level of coordination with evaluation staff and outreach staff for scheduling of instant decision events and increased the preparation in the days leading up. Member of evaluation team attended each event to assist with decisions. When possible, pre-reviews were conducted prior to event, counselors collected materials ahead of time to allow evaluation opportunity to review and apply decision prior to event.	After implementing FTIC instant decisions during the Spring 2014 term with some success (45 applicants, 19 admitted, 13 enrolled), not offering instant decisions in the Spring 2015 due to the 24% cap on lower level students, and then offering instant decisions this spring, we have come to the conclusion that FTIC instant decisions will only be held at high schools during the fall semester. The number of students applying through instant decision this spring was low because most of the students participated in instant decision in the fall. Likewise, the students applying often did not meet our admission criteria and at that point in the year there is not much time for them to strengthen their GPA and test scores. This will give us more time to focus on yield efforts to admitted students. With that being said though our fall instant decisions were very effective and we have this process running very smoothly with more preparation and a couple of new forms to track and guide students.	
		Develop transfer student instant decision process to be offered on campus and at targeted state colleges.	We did offer transfer student instant decisions at a couple of our Open House programs this past academic year. We only had a handful of students participate each time; however, we had a good number more who signed up who were admitted in the days prior or a few days after the event. With that being said we feel	On June 14 we will be hosting the first of what will be an ongoing new series of information session/instant decision events on the SCF campus. We feel this will increase the number of transfer students that participate in the instant decision option and it will soon match	

			that it did help us get some transfer students through the application process quicker.	the applicant numbers that our FTIC instant decisions currently hold.	
<b>Outcome 8:</b> USFSM 2015-2020 Strategic Plan outcomes related to Admissions and Financial Aid met.	4, 5	Fall 2015 FTIC Average HS GPA = 3.8  Fall 2015 FTIC Average SAT (3-score) = 1660  Number of Adult (25+) undergrads enrolled in Fall 2015 = 903	Our Fall 2015 FTIC Average HS GPA was a 3.78 which mirrored the Fall 2014 average. Our Fall 2015 FTIC average SAT (3-score) was 1,697 For the Fall 2015 term we had 911 undergraduate students who were age 25+	While the 3.78 average HS GPA fell a little short of our goal of 3.8, we did maintain our HS GPA average from the previous year and met and increased our ACT and SAT average goals. As of this report, our current average HS GPA for our Fall 2016 class who have deposited/confirmed is a 3.84, so we appear to be on track to meeting the 3.8 GPA for this fall.	Good recruiting year. Look forward to future increases.

**Executive Response (Regional Chancellor, Dr. Sandra Stone):**

I appreciate how hard everyone is working. However, we are not seeing a lot of increase in our numbers, and in some cases there are reductions. We need to take a close look at our practices and determine where we can improve. Good move to bring in a consultant to help. Enrollment management is everyone's business, so we need to continue/increase collaboration with all of your work units (academic programs, marketing/communications, foundation scholarships, student services, student engagement, alumni, etc.) I encourage staff to attend conferences, establish contacts at other institutions, read current literature, and anything else that will inform us all about new/different approaches we might take with our different target markets to increase enrollment, retention and graduation.

Good job recruiting stronger students (academically) – they will be more likely to stay and be successful. One thing I noticed is we continue to rely heavily on email as a means of contact. Information on younger students suggests they do not respond to email, so maybe we need to try something different, especially with that group. Looking forward to working on this with everyone. We will figure out what we can do to improve outcomes!