

ENROLLMENT MANAGEMENT

2018-2019 Year in Review

UNDERGRADUATE ADMISSIONS HIGHLIGHTS

In-House Student Search Replaces Ruffalo Noel Levitz Search

This year, we executed Student Search through our own CRM rather than outsourcing it through Ruffalo Noel Levitz. We contracted with College Marketing Technologies to create a historical model that identified our primary, secondary, and tertiary markets for name purchase and strategic outreach. Chris Carl in the CRM manager role created a four email communication stream which included a text and mailed piece (created by Padilla to complement our current print pieces).



Savings from RNL allowed us to contract with new partners Student Bridge and Keystone, as well as cover the Padilla designed print search piece. The end result is that we had more inquiries than last year.

Marketing

New Video View Books Created (Student Bridge)

Studies show that students are searching more by utilizing social media channels to learn about opportunities, programs, campus and climate. Without dedicated marketing resources and a videographer, UMW is absent from channels like YouTube. Admissions and Marketing partnered financially to contract with Student Bridge to create twelve videos. Following two days of filming in late October, Student Bridge created eleven video view books based on our determined talking points. Topics include: distinctive programs, undergraduate research, study abroad, campus traditions, proximity to DC and RVA, our hometown of Fredericksburg, UMW's value, why UMW, and two "day in the life" student videos.

Each video is approximately one minute forty-five seconds long and includes interviews with current students, faculty, administrators, and alums. Videos are on a Student Bridge hosted platform (landing page) that also allows students to access a link to "Request for Information" and receive additional information from the university. UMW has full access to the videos for our own use. Videos were completed and released in time for spring yield initiatives and melt prevention. They will also be incorporated into introductory messaging for the next class.

The twelfth video was created specifically to address state legislators on our commitment and plan for the Arts at UMW.

International Inquiry Development

Keystone

Admissions began working with Keystone in December to drive international inquiries for 10 programs - two graduate (MBA and MSGA) and eight undergraduate programs. Keystone provides translated pages available on native website platforms for easy review and access internationally. Daily connections require immediate response and then introduction into our UMW prospect communication flow based on the student/program of interest. We will be further developing communication and strategy to cultivate these leads.

ICEF

UMW and ILA jointly participated in ICEF Miami in December 2018. The best way to describe the event was like speed-dating between English language service providers and international student recruitment agents. The goal was to find a fit and potentially begin a relationship that ultimately develops into a pipeline. ILA attended prior ICEF meetings but English language instruction with a path directly to a four year university added an important layer to the conversation. Additionally, the partnership may meet a growing desire for short term campus based summer English language programming that ultimately leads to enrollment.

UMW enrolled our first ILA student this fall – a graduate MBA student from Russia.

Events

Counselor Events In and Out of State

UMW participated in mini Virginia Sampler counselor events in Tampa, FL and Rockland County, NY with a number of our public peer institutions. Additionally, UMW had the opportunity to host Chesterfield County Directors of Guidance at their main campus for lunch and a UMW overview on October 16. In addition to Sarah Lindberg, our RVA recruiter, faculty member and Chesterfield resident, Dr. Melina Patterson (Geography) participated specifically highlighting undergraduate research opportunities and the beneficial mentorship/relationships developed between students and faculty. The director at the Carver Center is also the parent of a UMW Jepson Scholar and spoke up about his summer research experience on the boat collecting samples. She later joined our Counselor Advisory Board in December.

Faculty Road Shows

New this year, we piloted a program to send UMW faculty into high school classrooms to not only create an interesting academic experience but also a memorable grassroots recruitment experience. Claudine Ferrell (History) taught a local Commonwealth Governors School AP US History class from the Riverbend HS site that was broadcast to all five CGS sites in February. Over UMW's spring break, Admissions and several faculty piloted a road show in Fairfax County public high schools. Janet Atarhi-Dugan joined students interested in nursing in the Career Center of Robinson Secondary School for their lunch period. On March 7, Michael Spencer (Historic Preservation) and Steve Farnsworth (Political Science and International Affairs) presented to different classrooms at Hayfield High School. Career Center Specialist, Amy Ferguson raved about the interaction of these professors with the high school students and looks forward to additional guest lectures in coming years. Ray Tuttle also addressed AVID students at Justice High School on March 5 at their request and later that day, provided the same talk to an AVID group at Hayfield High School.

Diversity Initiatives

ACCESS College Foundation (Tidewater)

This spring, Admissions and Marketing co-sponsored a "Master's Level" partnership with ACCESS' April College Commitment Day and June Scholarship Awards Luncheon. This allowed UMW to participate in the awarding of a \$1,000 scholarship to a student selected through ACCESS' own scholarship application process. During the event, UMW awarded the scholarship to a student from Great Bridge High School. She will be a 1+2+1 pre-nursing student attending UMW in the fall.



ACCESS was able to provide a list of 18 students involved in the organization who have confirmed their plan to attend UMW this fall.

Partnership for the Future (RVA)

UMW has stepped up the partnership from Associate to Full Senior Partner with Partnership for the Future thanks to a scholarship from COB faculty member, Lou Marmo. This will allow UMW to have a student summer intern working directly with PFF students. UMW hosted PFF seniors on campus last fall, sharing transportation costs with Randolph-Macon College as the group first visited Fredericksburg/UMW in the morning and then visited R-MC in Ashland after. Our visit included an information session, student panel which included students from Richmond, campus tour, and lunch. Additionally, Sarah Lindberg participated in essay review for PFF students, conducted interviews and onsite admission at PFF locations, and attended their spring fair for juniors. Two PFF students have enrolled for this fall.

Test Optional Honors Program Consideration

Honors Program director, Kelli Slunt approached us last year with the proposal to allow Honors Program selection for test optional candidates in an effort to increase diversity within the Honors Program. While admission to the program had been heavily based on daily academic program and performance, standardized test scores did play a role. Students now have the option of consideration without scores.

This year, 158 of the 577 offers (27.4%) self-identified as racially or ethnically diverse compared to 25.3% of offers (131 out of 517) last year. Enrolling diverse students are 18% of this year's current cohort, compared to 17.5% of last year.

Overall, 28.8% of this entering class has self-identified as being racially or ethnically diverse within their application.

Welcome Center

Last summer based on recommendations from the Visit Assessment conducted by Paskill, Stapleton & Lord (March 2018), we made some changes to the Welcome Center and visit experience. We invested in new furniture to provide more seating for guests and purchased pieces that looked less institutional (like a doctor's office) and more like a welcoming family room.

We have created spaces where students can pick up a quick info sheet on their program of interest or other services UMW provides. Further development of these department one-pagers will take place this year. Additionally, to allow make Tour guides wearing red polos or fleeces while on tour and guests wearing red UMW lanyards help our campus community identify these very important people.

UMW Alumni Ambassador Program (UAAP)

Admissions sought to partner with Alumni in re-establishing an alumni recruiter program. First and foremost, the goal is to build a sustainable program that will continue to support new student recruitment activities by engaging alumni in meaningful activities. Our regional recruiter and assistant director in graduate admissions would run point together. Launched in July of 2018, we asked for alumni volunteers, interviewed responders, and sent our first trained reps to fairs in the fall. A website was created to not only provide electronic training materials in the form of a handbook but also be a point of information and connection for interested alumni.

Alumni attended thirteen fairs this year in DC, GA, MA, MD, NJ, NY, and PA in the fall and MA and NJ in the spring. This is thirteen more fairs than admissions staff could attend. Additionally, we had volunteers for international spring fairs in Nicaragua and Japan. We were also fortunate to have alumni join us at the Maryland Fall Onsite event in Columbia to speak.

While the focus is on generating alumni ambassadors out of state, we were appreciative of assistance with several Virginia events including a college fair in Virginia Beach, fall regional events in Richmond and Norfolk, and hosting spring yield events in Northern Virginia and Virginia Beach. Alums also came to campus to support open house programs conducting prospective student interviews and as featured speakers at Destination UMW admitted student events.

Transfer Strategy

Last spring and summer of 2018, as it became clear that transfer application numbers were down, we implemented additional regional marketing to attempt to drive those numbers even more intentionally. We geo-fenced community colleges with a vendor. We purchased ads online at Fred.com and in the *Star Weekly* with *The Free Lance Star*. We ran social media ads for nursing and bought additional names. We've continued nearly all of these tactics through this summer again. This is money that we have not previously allocated to transfer advertising but has become necessary for awareness.

Operations

The Common Application introduced an application specific to transfer students this year. Housed on a separate platform from the first-year application, everything about it was considerably different and not necessarily in a positive way. In fact, it was problematic from the start, creating frustration for members and applicants alike. Across the board, members reported transfer Common Applications were down over previous terms. Improvements have been made throughout the year and we anticipate a smoother 2020 cycle.

Personnel

Team Changes

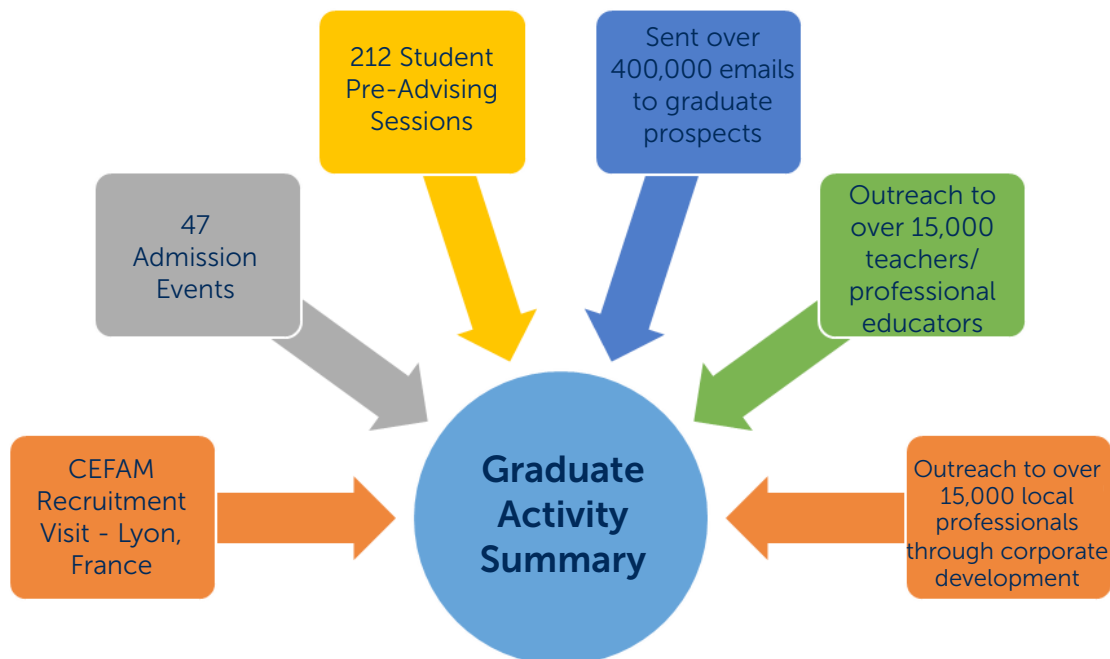
Our new Assistant Director for Transfer Admissions, Jose Torres, joined our team in March after working with transfer students at Marymount University. Adam Moore joined us in May to fill our Regional Recruiter position. Adam lives in Towson, MD and will recruit specifically in MD, PA, and DE as well as execute armchair recruitment strategies for states west. He has five years of progressive admissions experience at Elizabethtown College.

In July, we hired Amanda Hart as assistant director to recruit Fairfax County students. Amanda just finished her Master's in Higher Education at College Park. And we have hired Olivia Lehman, UMW '19 and former Phoneathon fundraiser extraordinaire as admissions counselor. Sarah Lindberg will lead the territory managers as our newest Associate Director of Recruitment which will leave her Senior Assistant Director of Events/Experiences vacant (hopefully just) momentarily. Of note, we have consolidated a part time NVCC transfer representative position to create the assistant director to ideally have greater stability in Fairfax as well as create more competitive salary at the associate level.

GRADUATE ADMISSIONS HIGHLIGHTS

Progress Summary - August 2018 through May 2019

The 2018/2019 graduate recruitment cycle produced results that focused on achieving several key objectives. Consistent with previous efforts, attracting new markets and recruiting international students across all programs has been a focal point. In this cycle, we also focused on relationship development with community partners along with program enhancements to strengthen enrollment potential. In December 2018, the College of Business received AACSB accreditation, this significant achievement allowed several other objectives to advance in recruitment efforts and strategy. Our ability to move forward with an MOU for MBA recruitment with The Centre d'Études Franco-Américain de Management (CEFAM) was immediately accomplished. We completed our first designated MBA recruitment visit in Lyon, France in February 2019 and hosted the ICD Business School from Lyon, France at UMW in May 2019 to discuss additional opportunities to form partnerships.

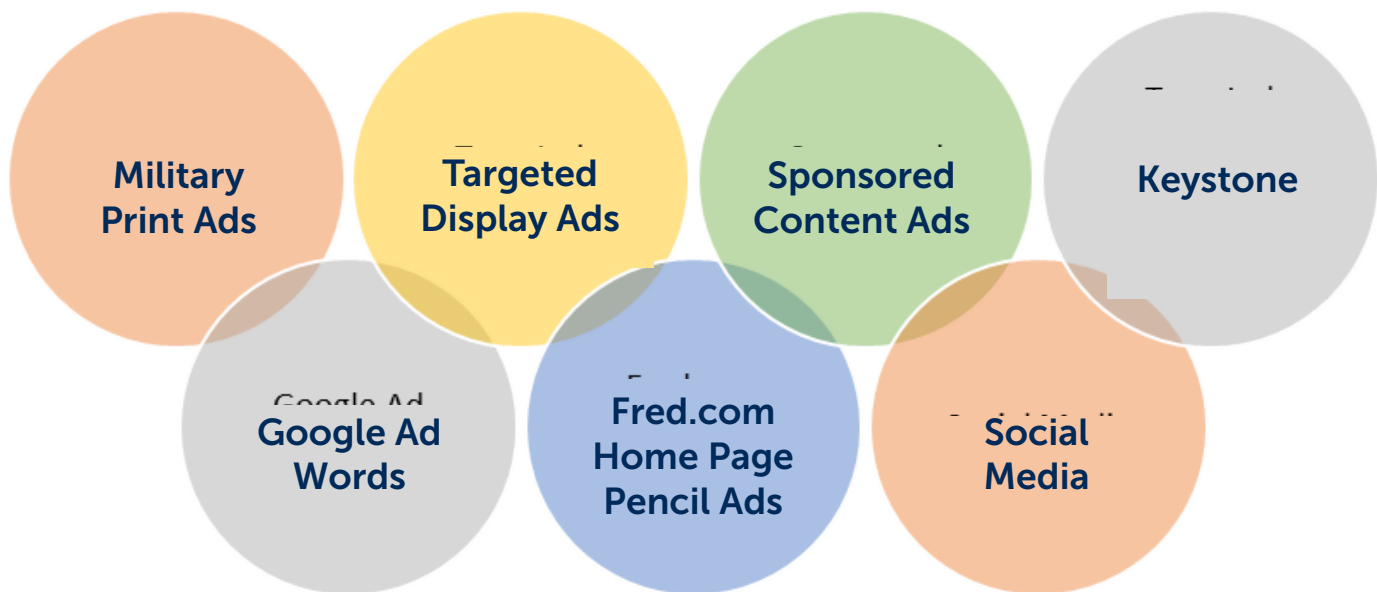


Resources and Strategies:

In 2018, we adapted our staffing to a team of two and developed a lean marketing strategy focused on attracting local students. Another strategic admissions decision executed in November 2018 was the implementation of Keystone for international recruitment. Keystone promotes our programs in 45+ languages on multi-lingual platforms and provides a digital inquiry generator to qualify and produce potential students to the MBA and MSGA programs. The launch occurred in December 2018 and has produced approximately 200 new international inquires for graduate programs at UMW. In spring 2019, we were also able to attract and enroll an international student through the ELS contract.

Marketing & Recruitment Strategy

In 2018/2019, we increased our reach to include more of the Northern Virginia corridor through purchase names, social media, google ad-word campaigns and partnership development. We purchased ESRI names this year to enhance the MSGA contact database and participated in the VAMLIS conference to increase program visibility. We continued our military recruitment by holding monthly office hours in the Quantico Education Center and participating in quarterly education fairs at Fort Belvoir. We also implemented a fall visit plan for all Elementary schools in Spotsylvania County for teacher recruitment. We held onsite sessions in all local counties for para-professionals seeking licensure as well as our professional programs in Literacy and Educational Leadership. These efforts have increased the overall prospect pool and target markets most likely to seek out graduate program information for one of the three diverse graduate programs we offer at UMW.



2018/2019 Graduate Marketing Mix

Establishing a consistent presence for UMW graduate programs to recruit for face-to-face/hybrid delivery-approximate radius of 40-50 miles.

Established comprehensive marketing/recruitment campaigns for:

- MBA- GRE/GMAT waiver program
- UMW Virginia Teacher Scholarship Program
- UMW Military Scholarship for Graduate Programs
- 4+1 Eagle MBA Program & 4+1 MSGA Programs

Focused Objectives

- International Recruitment
 - MOU with CEFAM signed in January 2019 and first recruitment visit accomplished in February 2019.
 - ICD Business School (France) visited UMW campus in May 2019 to discuss additional partnership opportunities and Erasmus Plus agreement.
- Enhanced our digital marketing strategy to include targeted display and Google ad word strategies.
- Sponsored Content Ads for localized markets that feature students/faculty- MSGA graduate and BLS to MBA student.
- Development and approval of COE Cohort pricing.

Overall Enhancements

- MBA proposal approved to remove prerequisite courses and create foundation courses to eliminate enrollment barrier for working professionals.
- MSGA added one credit option to accommodate military students using GI Bill benefits.
- MBA program achieved AACSB accreditation.
- M.Ed. program approved to provide TEACH grant.
- Created and implemented CEFAM landing page for MOU international recruitment.
- Implemented Keystone inquiry generator platform for international inquiries.
- Completed modified application process and report tracking for fifth year M.Ed. students.
- Worked with Student Bridge for preliminary video development.
- Established office hours in Career Services and Woodard to promote 4+1 tracks with current students.
- Technical preparation for Slate in 2019!

CUSTOMER RELATIONSHIP MANAGEMENT HIGHLIGHTS

Internal Search Efforts

This year we took our search efforts internal. Search begins at the very top of the tunnel to 'search' for students who may not know about us yet. This occurs by buying names of students strategically through various agencies. Names were purchased as they became available and were split into four main phases, a November, February, May, and June Search. They would then be sent a series of four emails introducing them to UMW over the course of about 40 days. If they don't interact with any of those messages, they were sent a postcard with a personal invitation code to respond to via text to show their interest.

CMT Data

In an effort to work more strategically with students both at the application generation phase and also the yield phase (getting admitted students to pay their deposit), we partnered with College Marketing Technologies (CMT) for the first time to further enhance our efforts. CMT's work is two-fold. First, they use a complex database of geodemographic information about students and the households they come from. They are able to place every household into a specific 'cluster' based on buying patterns, their neighborhoods, etc. They then take that data one step further and relate it to a student from their same 'cluster' and how that student has done in terms of attending UMW. See some of CMT's 68 cluster names below:

Upper Crust	Country Squires	Beltway Boomers	Multi-Culti Families
Golden Ponds	Pools & Patios	American Classics	Winner's Circle
Gray Power	Mayberry-ville	Park Bench	Kids & Cul-de-sacs
Fast Track Families	White Picket Fences	Seniors	

Engaging Prospective Students with a Streamlined Application

As we strive to attract and admit a strong entering class, we continue to review existing tactics and develop new tools in our arsenal. In January, we introduced you to EAB's Enrollment Capabilities Analysis. One of the diagnostics they suggest for review to engage prospective students is:

- Our application (paper and online) has undergone user experience testing to identify and remove barriers to completion

This was an area where we determined we could and should consider development. The Common Application while effective and shared, is fairly long. It's benefits are not necessarily time to completion/ submission, but in the efficiency of shared information/details. In response, we worked to develop a streamlined internal application which allowed applicants to submit specific and necessary details, reducing the time to completion, all in a manner they find easy and efficient. Our testing and use was targeted, but beneficial.

Next Steps Letter

While brainstorming how better to enhance the student experience once they've paid their deposit, we identified a key area that was not being informed of what needed to be done. Over the past few years we have increased student awareness of steps they needed to take towards enrollment through an enhanced checklist and a more streamlined process. These next steps have included items such as the First Year Questionnaire, Housing and Dining Agreement, Orientation Registration, etc. The missing link was a letter to be sent home congratulating them on choosing UMW and listing the next steps in a checklist format, along with other pertinent information they'll need to be ready for school in the fall. This letter was addressed to parents to involve them in the process. The thought was to post this list on their fridge for quick reference.

FINANCIAL AID HIGHLIGHTS

This year has been about improving customer service and utilizing the resources available to improve our processes.

The first step taken to improve customer service was the addition of MAP Services. This telephone answering service has allowed all customers calling to always reach someone and leave a message. In order to improve efficiency, our office reviewed policies and procedures. As a result, the Parent Plus loan process has changed so families no longer are required to fill out an additional form with duplicate information; now we just process the application we receive from studentloans.gov. We are implementing another change when parents are denied the Parent Plus loan, we now will automatically offer the additional unsubsidized loan so they only need to accept the additional amount on banner self-service rather than complete another paper/email process.

We began an extensive review of our scheduling/automation service JAMS. At the beginning of the year it was probably being used at about 10% of its capability. While we have made good progress we are probably only utilizing about 25% of its capability. We have put more jobs and resolved/troubleshoot many issues. We upgraded to a newer version which has presented us with some challenges but we have been slowly improving and working through them with IT (special thanks to Erick Hughes). Our goal is to schedule/automate as many processes as possible.

We have reviewed all of our communication pieces and are looking to automate many of those pieces. Currently, we are manually creating and sending this information, but we are planning to automate this fully through JAMS/Form Fusion. The planned schedule is that missing information emails will go out bi-weekly and students who need to accept their aid will go on the off week.

We utilized the consulting services of SIG four times this year and tackled specific projects related to new aid year setup, packaging, communication, SAP, tracking requirements, JAMS automation and resolving issues that we encountered along the way.

We worked with the Huron group extensively throughout the year to provide data. The results came back that we were optimized when awarding our in-state freshmen & transfer classes. We are currently working on multiple initiatives to improve the federal work study program, create a micro grant program, and maximize financial aid to help retention.

The financial aid office took over disbursement of financial aid from Student Accounts in August. As a result, we will now only disburse financial aid to enrolled students; in the past it was run on all students making it harder to identify real issues.

In reviewing our scholarship process, we extended the deadline for the scholarship application to May 15 and we saw an additional 200 completed applications this year. The change was made so that incoming freshmen would have time to complete the application after the May 1 deadline to deposit. Additionally, the ability to import students for faculty was removed in hope that students who don't meet the qualification of the scholarship requirements are selected. This change makes the process fair and equitable to all students. In the past, students who did not complete the application and were potentially ineligible had been selected.

The Office of Financial Aid has made significant strides in automation, customer service, and improved processing this past year.