



## Undergraduate Admissions Plan

**2011-12 through 2014-15**

Over the coming years, to achieve the goals in *Plan 2020: Gateway to the Future*, The Office of Undergraduate Admissions will enhance its efforts in both existing and emerging markets. Immediate strategies to expand the applicant pool include improving guidance counselor relationships, targeted communications to prospective students via social media and greater functionality within the University website. A concurrent goal in *Plan 2020* is to maintain diversity among non-traditional students while at the same time increasing the diversity of the undergraduate student body with classes comprising at least 12-15% students of color.

It is equally critical that a Saint Joseph's education is attainable financially for students and their families. The goal is to provide an exceptional student experience, maintain tuition increases at modest levels, and effectively allocate financial aid based upon need and merit considerations. This strategy will ensure greater access to Saint Joseph's while also reducing average student indebtedness.

New undergraduate majors that reflect both the University's mission and new student interests are being designed to attract additional students and position the University to grow moderately over the next several years.

The Goals of the Office of Undergraduate Admissions include:

1. **Continually stress the value of a private Catholic, Jesuit, Saint Joseph's education and articulate specific academic strengths:**
  - a. Support the new Image/Marketing Campaign being coordinator through University Communications
  - b. Assist the Career Development Center in highlighting successful graduates on the university web site and Undergraduate Admissions print materials
  - c. Assist with clearly identifying the premier academic programs and other assets that will generate interest in the University.
  - d. Enhance the recruitment for the University's Honors Program and use it as a tool to attract top academic scholars
  - e. Develop succinct and compelling messages to best position Saint Joseph's within the competitive and noisy higher education landscape.
  - f. Reach out to the Philadelphia community by inviting local students to athletic events, art exhibits and theatre performances.

2. **Enhance Recruitment:** Meet goals for freshman applications, admit rate and enrolling students:
- a. Increase prospective student interest each year through refined search efforts and targeted travel to our primary and secondary market
  - b. Increase applications by 3%-9% each year with a goal of attaining 10,000 applications by 2016.
  - c. Decrease admit rate to reach 72% by 2014.
  - d. Increase the number of enrolled new students, including increasing the size of the freshman class from 1144 (?) in Fall 2011 to 1260 in Fall 2012 and leveling off at 1250 for the immediate future and increasing the number of transfers annually from 70 in Fall 2011 to 100 by Fall 2014
  - e. Improve Selectivity and Quality. Decrease the acceptance rate from 78% to between 66% and 70% by:
    - Continuing to grow the number of applications from strong high schools
    - Continue to increase racial diversity beyond 13% of the freshman class to at least 15% by 2014.
  - f. Streamline credit evaluation system for transfers to provide quicker feedback to prospective transfers
  - g. Designate a current staff member to oversee articulation agreements with local community colleges and fully implement four agreements by Fall 2013.
  - h. Establish strong student recruitment programs using these Alumni/Parent volunteers as part of the recruitment program; hire and/or assign skilled professional this responsibility.

<b>Metrics</b>	<b>Fall 2011 Actual</b>	<b>Fall 2012 Projections</b>	<b>Fall 2013 Projections</b>	<b>Fall 2014 Projections</b>
<b>Freshman Application Increase</b>	7%	6%-8%	6%-8%	5%-7%
<b># Applications</b>	7402	7845 - 7993	8310 – 8626	8861- 9294
<b>Admit Rate</b>	78%	75%-79%	71%-74%	66%-70%
<b>Yield Rate</b>	20%	20.4%	20.4%	20.4%
<b>Freshman Enrollment</b>	1137	1202	1225	1250
<b>Transfers</b>	67	80	80	100

3. **Enhance the Visit Experience:** Assure that families have an informed and welcoming visit, and reinforce the image and value of a private, Catholic, Jesuit Saint Joseph's education.
- a. Create a daily visit experience within new space, Campus Commons.
  - b. Provide additional curb appeal and functional space to greet families by continually upgrading Bronstein Hall and its landscaping.
  - c. Design a signature experience for each of the following programs: Admitted Students Day, Open House, Multicultural Programs and Daily Visits
  - d. Increase communication with our guests regarding details of our daily visits to include time, location, parking, other campus events, etc.
  - e. Use the SRM to provide personalized information to visitors when they arrive on campus.
  - f. In conjunction with Web Services, create a virtual visit experience for guests and advertise for those who come on days that we are not open. Note: This should also be available to regular guests, but not necessarily advertised as we want our guests to have time with us and the Hawk Hosts rather than just the virtual world.
    - Explore SCVNGR and Four Square as options to have in place by November 2011
  - g. Provide an engaging admission presentation for prospective families
    - Redesign the admission presentation using Prezzi which will be coordinated with the opening of the Campus Commons.
    - Create a uniform evaluation process for the daily presentation by prospective students.
    - Create a "rubric" for annual evaluation of the admission presentation by the counseling staff and provide feedback for improvement.
    - Redesign the Middle School and Elementary Group Visit experience
  - h. Add Signage: Better and clearer signage for parking for guests, and add signage at St. Thomas Hall to explicitly say "Financial Assistance" and Bronstein to explicitly say "Undergraduate Admissions"

**4. Improve Communications with prospective students and parents:**

- a. Create metrics and implement instruments to measure effectiveness/ROI for Email (split testing, open rate, click-thru, responsiveness), Web (Google Analytics, Web-to-Lead) and Print (Landing Pages)
- b. Streamline Communication Delivery (Automation) --- especially as it relates to print and mailing facilities by leveraging the SRM to execute more timely and more targeted messaging with both electronic and printed material.
- c. Investigate alternative options for communicating to include print on demand, variable data printing, Purls and Quick Response Codes (QRs).
- d. Create a mutually beneficial bridge with University Communications that would provide support to Undergraduate Admissions efforts to maintain a consistent message and leverage their expertise with different forms of marketing that we currently do not employ (i.e. video, print on demand, variable data printing, QR codes, web development and retargeting.
- e. Enhance Web Experience with a more intentional effort to monitor Web site behavior via Google analytics and other tools. Meet the students where they are in the mobile world.
  - Hire dedicated EM web specialist reporting into UG Admissions to support UG Admissions
  - Create an admitted student portal on MYSJU via self service Banner opportunities or other available platform

**5. Improve Diversity of the Undergraduate Student Body** by increasing the percentage of students of color in the freshman class to at least 14% to 16%:

- a. Identify target high schools and community based organizations that will connect the Office of Undergraduate Admissions to academically prepared students of color within our primary market.
- b. Continue efforts to connect with the Cristo Rey network of schools to promote the Ignatian College Connection merit award
- c. Continue to work with the Ignatian College Connection to recruit academically prepared students.
- d. Enhance our multicultural web presence by adding content to the “Diverse Community” page on admissions website.
- e. Engage the campus community (students, faculty, Hawk Ambassadors, etc.) to assist with multicultural recruitment initiatives especially with top-tier candidates.

- f. Host multicultural on-campus events for inquiries to encourage applications and admitted students to enhance yield.
  - g. Foster greater collaboration with local Community Based Organizations (CBO's) and increase their awareness of Saint Joseph's University and the value of its educational experience
    - Invite CBO's to local guidance counselor event so leaders can encourage students to consider SJU
    - Establish regular visits to community-based organizations and encourage group tours to campus.
    - International Student Goals: Conduct an assessment on the ability and desire to recruit international students. Develop and enhance policies and systems to support the unique needs of these students.
6. **Refine operational processes and provide better customer service through effective use of technology and human resources.**
- a. Implement SJU online application
  - b. Implement mobile inquiry card strategy (Fall 2011)
  - c. Automate Test Score Uploads into Banner (Fall 2011)
  - d. Automate Application Uploads from SRM and Common App (Fall 2012)
  - e. Implement auto indexing strategy for handling of application support docs (Fall 2012 - Fall 2013)
  - f. Student Portal for student access to app and admissions status (Fall 2013 - Spring 2014)
7. **Staffing and Service:** Provide ample professional development opportunities for all team members. Make service to both internal and external communities a top priority for the Undergraduate Admissions team.
- a. Encourage attendance at conferences as a way to understand the competitive landscape and study more efficient processes that could be implemented.
  - b. Create a professional environment where all staff are contributing members to reaching enrollment goals.
  - c. Better distinguish the roles of Admissions and Enrollment Management for the University community; clearly identify whom should they go for what types of requests, concerns, information, etc.
8. **Improve System Utilization:** Ensure that proper systems are in place and commit to using them to fullest extent possible.
- a. Continued implementation and training of SRM enhancements (Ongoing)
  - b. Identify additional data points critical for measuring affinity; ensure all critical data points in Banner map to SRM
  - c. In conjunction with Human Capital develop an application predictor and create recruitment screen views within the SRM.

## **II. Resources:**

Building upon the recent allocation of FY12 new funding to support additional counselors, space renovations and professional development, additional requests in FY13 and FY14 will enable the Undergraduate Admissions Office to continue to make progress on the above goals.

## **III. Measures of Success:**

Application numbers, acceptance rate, profile of application pool, yield rate, & student success. Better customer service throughout the recruitment process will make for a more favorable view of Saint Joseph's University in the eyes of prospective students and families.

### **2011-12**

- Increase the entering GPA and SAT average of the class
- Increase legacy enrollment 2%-4%
- Increase Jesuit HS enrollment 1%-3%
- Increase Student of Color enrollment 1%-3%
- Complete 2 Articulation Agreements for Transfer Students and begin 1 additional
- Penetrate current recruitment territories where there is room for growth
- Implement SJU online app
- Offer 2 Admitted Student Days and 1 OH for Juniors in April
- Implement a visit program for local community college transfer counselors

### **2012-13**

- Offer greater number of off campus "Ask a Counselor" sessions
- Increase the entering GPA and SAT average of the class
- Increase legacy enrollment 2%-4%
- Increase Jesuit HS enrollment 1%-3%
- Increase Student of Color enrollment 1%-3%
- Complete 2 Articulation Agreements for Transfer Students
- Expand recruitment by greater outreach and coordination with alumni and parents of current students
- Survey results should indicate improvement in the overall evaluation of visits