

- With your assigned institution type design a recruitment strategy. Consider:
- The overall institutional strategy - what services, tactics, and techniques will you deploy?
- How you will assess the effectiveness of the strategy?
- What data will you need?
- What resources will you need?
- How you will involve various stakeholders in the strategy?
- What barriers will you face in deploying this strategy?

- With your assigned student population and institution type design a retention strategy. Consider:
- The overall institutional strategy - what services, programs, and techniques will you deploy?
- How you will assess the effectiveness of the programs/services?
- What data will you need?
- What resources will you need?
- How you will involve faculty and other stakeholders in the programs/services?
- How you will involve other students as peers in the programs/services?
- What barriers will you face?

You work for a primarily undergraduate university in a city of about 400,000. Your total student population is about 18,000. You are located in a region where the population growth is flat and the school has struggled to meet its enrollment targets. Increasingly, students are drawn from outside the local region, and there is growing focus on international markets.

Money is tight, but senior admin realizes it needs to fight for more students so recently you have been able to get new budget allocations for specific initiatives.

The recruitment team has historically been quite independent but because of the pressure to grow there is more and more attention being paid to what you are doing. Faculty are increasingly critical of various marketing efforts and pressing you to meet their specific needs by organizing special fairs, including them in school visits, creating more subject specific content in publications and presentations, etc. The President has taken a strong interest and often makes suggestions about international markets or school partnership. The release of application numbers is always a stressful day for you!

Your boss, the Provost, has asked for a student recruitment plan for the next 3 years. Develop an outline for that plan, along with any related advice you might provide.



Emerging Principles for Recruitment

- Broaden content - internal and external
- Goals - institution specific
- Data - what parents the way?
- Processes - practice, effectiveness
- Programs - who, how?
- Evaluation - build into activities
- Communication and Collaboration



Emerging Principles for Student Persistence

- Total Community effort
- Academic and Student Affairs collaborations and what about student associations?
- Faculty research on what best practices needed in the teaching and learning enterprise
- Transition programming / bridge programming / refresh programs etc.
- Assessment of all faculty on first year
- Early intervention
- Flexible approaches
- Early engagement and recognition for consumable activities
- Guaranteed and seamless delivery of services

Emerging Principles for Student Persistence Continued

- On-line services are important but not being able to speak to a real person, if person, block on line
- Excellence in teaching
- Engagement with faculty in and out of the classroom
- Opportunities for on campus work integrated learning
- Opportunities for service learning
- A clear message from the institution on the value of education
- Opportunities for students to explore the range of their own curriculum
- An institutional culture that recognizes that the First Year Matters!

Recruiting and Retaining Students An Excellent Beginning...

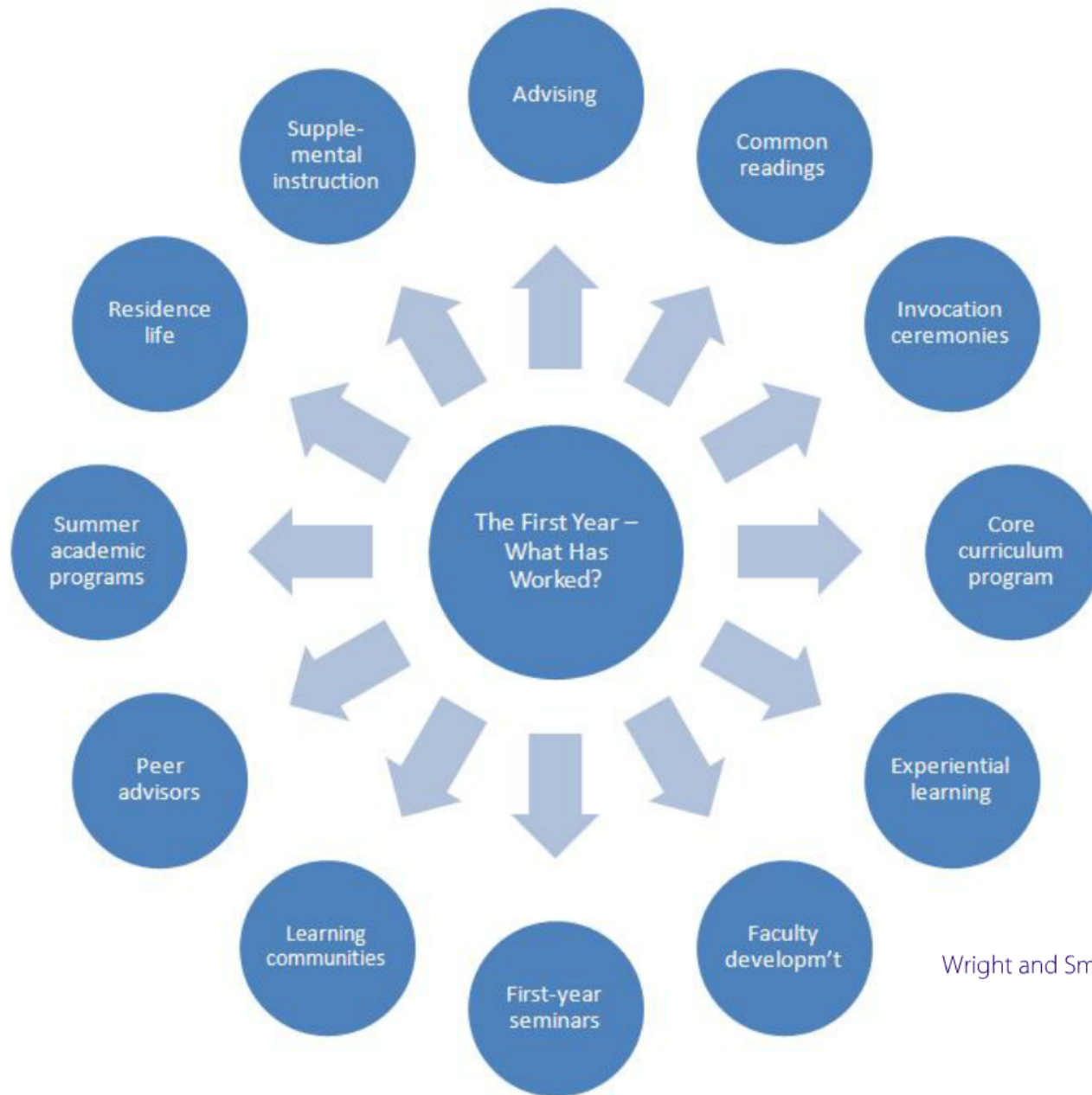




Student Populations

- Aboriginal/First Nations/ Metis
- International
- Academically Underprepared
- Disabilities
- LGBTQ
- Transfer
- Highly academically prepared
- First generation
- Income Assistance





Wright and Smith, 2008



YouTube



Group Activity

Retention

With your assigned student population and institution type design a retention strategy. Consider:

- The overall institutional strategy - what services, programs, and techniques will you deploy?
- How you will assess the effectiveness of the programs/services?
- What data will you need?
- What resources will you need?
- How you will involve faculty and other stakeholders in the programs/services?
- How you will involve other students as peers in the programs/services?
- What barriers will you face?

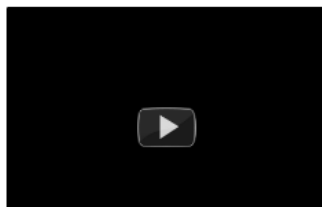
In other words, if you had an excellent beginning for your assigned student population what would that look like?

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Money is tight, but senior admin realizes it needs to fight for more students so recently you have been able to get new budget allocations for specific initiatives.

The recruitment team has historically been quite independent but because of the pressure to grow there is more and more attention being paid to what you are doing. Faculties are increasingly critical of various marketing efforts and pressing you to meet their specific needs by organizing special fairs, including them in school visits, creating more subject specific content in publications and presentations, etc. The President has taken a strong interest and often makes suggestions about international markets or school partnership. The release of application numbers is always a stressful day for you!

Your boss, the Provost, has asked for a student recruitment plan for the next 3 years. Develop an outline for that plan, along with any related advice you might provide.



**Group Activity
Recruitment**

With your assigned institution type design a recruitment strategy. Consider:

- The overall institutional strategy - what services, tactics, and techniques will you deploy?
- How you will ensure the effectiveness of the strategy?
- What data will you need?
- How you will involve various stakeholders in the strategy?
- What barriers will you face in deploying this strategy?

**Group Activity
Retention**

With your assigned student population and institution type design a retention strategy. Consider:

- The overall institutional strategy - what services, programs, and techniques will you deploy?
- How you will assess the effectiveness of the program/services?
- What data will you need?
- What resources will you need?
- How you will involve faculty and other stakeholders

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 - How you will involve other students as peers in the programs/services?
 - What barriers will you face?

Emerging Principles for Recruitment

- Broader context – internal and external
- Goals – institution specific
- Data – what points the way?
- Resources – priorities, efficiencies
- Process – who, how?
- Evaluation – build into activities
- Communication and Collaboration



Emerging Principles for Student Persistence

- Total Community effort
- Academic and Student Affairs collaborations and what about student associations?!!
- Financial resources must be invested in the teaching and learning enterprise
- Transition programming / bridge programming / refresh programming
- Statement of philosophy on first year
- Early intervention
- Intrusive approaches
- Early engagement in and recognition for co-curricular activities
- Streamlined and seamless delivery of services

Emerging Principles for Student Persistence Continued

- On-line services are important but so is being able to speak to a real person, in person, phone or IM
- Excellence in teaching
- Engagement with faculty in and out of the classroom
- Opportunities for on-campus work-integrated learning
- Opportunities for service learning
- A clear message from the institution on the value of education
- Opportunities for students to explore the range of first year curriculum
- An institutional culture that recognizes that the First Year Matters!