RECRUITMENT REPORT FOR THE ACADEMIC YEAR OF 2009-2010

Recruitment

The recruitment team had the primary responsibility of identifying, reaching, and soliciting enough qualified students to apply and to ultimately enroll at the university. They approached this challenge by laying out a general strategic model followed by five regional strategic models (Southern California, Southern Valley, Northern Valley, San Francisco Bay Area, and Visitor Center) comprised of four major points that would contribute to the goals of the Outreach Strategic Model: 1) Quality and Innovated Teaching, 2) Personal Attention, 3) Experiential Opportunities Contributing to Professional Preparation, and 4) Affordability.

Strategy

Implement a comprehensive Strategic Plan specific to recruitment that would increase the volume of qualified applicants at both the freshman and transfer level, ultimately enabling us to reach the desired enrollment goal.

Staff Training:

The need for a more comprehensive staff training became much more of a priority as we prepared for the 2009-2010 academic year. The following areas were emphasized:

- A consistent message among the outreach staff pertaining to UC Merced.
- The implementation a clear and comprehensive strategic plan specific to the recruitment and yield of UC-eligible students.
- The development by regional staff of strategic models specific to their region.
- The implementation of critical thinking skills into recruitment strategies.
- Consistent familiarity with academic programs offered at UC Merced.
- Consistent familiarity with student support services offered at UC Merced.
- Consistent familiarity with the academic experiential programs offered at UC Merced.
- Development and implementation of a Staff Manual outlining all academic majors, minors, and research for use in the field.

Recruitment and Yield

Each region was designated a specific target number of applicants that would be required to achieve desired enrollment numbers. Each region's target was determined by the number of previous applications, admits, and SIRs ranging from 2005-2009.

Objectives:

- Continue to improve the regional model to develop relations with local educators, improve access to students and foster greater interest and willingness to enroll at UC Merced in targeted regions.
- Develop, implement, and maintain a comprehensive recruitment calendar.
- Implement an effective yield strategy and assist with the anti-melt campaign.

- Each regional staff member should become more responsible for the implementation of the Strategic Model indigenous to their area, and entrusted with a monetary budget from which to implement programming in their region.
- Develop a more efficient means of the collection of data for evaluation and assessment.
- Design and implement UC Merced presentations that convey a consistent message and information pertaining to UC and UC Merced admissions and opportunities.

Regional Model:
The staff worked effectively to successfully implement our concept for a regional model and hired a new admissions officer dedicated to the San Francisco Bay Area and Sacramento region. The region for the Southern Valley representative was expanded to cover the San Fernando Valley and Ventura and Santa Barbara counties. While the San Diego area was not assigned a regional representative, the Los Angeles regional representative was able to cover some designated selected programs. Northern California, the Central Coast and the Imperial Valley were based on staff availability. Extra strategies were implemented in the Fresno region to increase the number of applicants to the university. This year a designated staff member was solely responsible for the North and Central San Joaquin Valley.

Comprehensive Recruitment Calendar:
Like former years, we studied and assessed the outcomes of recruitment visits and their conversion to actual enrollees. Data states that we continue to yield students prominently from the Bay Area, Southern California and the Central San Joaquin Valley. The students that enroll at UC Merced come from a broad range of schools from where, in most cases, one in less than three students originate.

Contrary to past practices, in which we utilized the statewide CCUN and CCUD as our primary source of identifying which schools we would target, we felt confident in utilizing our own data in implementing our recruitment strategies for the year. Again this year, UC Merced participated in California NACAC college fairs, as well as ones in Seattle and Tacoma, Washington, and Portland, Oregon. We also responded to requests from schools that had in the past yielded applicants, admits, SIRs and enrolled students. Along with participating in college fairs, the staff provided application workshops and UC Merced information sessions. This year, the outreach staff conducted 918 application workshops and information visits for high schools, community colleges, and middle schools and attended community-sponsored events.

Events and Recruitment Efforts (refer to tables 1 and 2)
This year saw the recruiting staff engage with over 30,000 students. We enhanced our contact database by well over 6,700 prospective students. Again, our staff was ever vigilant and accessible in providing a wide array of admissions services to prospective students, counselors, schools, and community-based organizations. The staff provided over 400 school presentations, participated in over 350 college fairs, and conducted over 150 school visits.

Yield Campaign
Yield continues to be an important element in the admissions process. This year we continued with a multi-faceted plan that included:

Visiting school sites and meeting with students who had applied and been admitted to UC Merced. Schools again were prioritized by those who had demonstrated a high number of applicants, admits and SIRs over the previous three years. Regional representatives also were provided the discretion of visiting schools that they felt demonstrated potential in providing students in the future.

Communications were developed by the senior staff on behalf of the regional staff to be used in communicating with both admitted freshmen and high school college advisers. Each regional representative was to contact and inform college advisers in coordinating their school visit with admitted students. Concessions were also made to offer presentations for juniors interested in UC Merced. A follow-up e-mail was sent to college advisers to confirm their visit accompanied by a roster of admitted students from their respective high school.

Again, staff contacted admitted students with a series of electronic communications to inform students of upcoming high school visits and to remind them of important dates. Each regional representative was expected to visit with admitted students at 75 to 100 high schools within their region. This strategy was very effective in developing and nurturing relationships with students that kept them personally connected with an accessible regional representative. The early stages of this strategy saw many students finding out on the day of the high school visit that they had been admitted to UC Merced. The turnout for high school visits reached nearly 75%.

A comprehensive phone campaign was implemented. Current UC Merced students were hired to call all admitted students. The campaign provided admitted students the opportunity to receive a personal contact and insight into student life at UC Merced. Over a two-and-a-half month period, student phone callers communicated with over 7,300 admitted freshmen and 545 transfer students.

The Inside UC Merced Overnight program was again a popular and highly requested program. Seventy-seven admitted students participated in the program (an additional 5 canceled). Sixty-eight students who originally registered for the program eventually submitted their SIR to UC Merced.

Freshman Outcomes (this data does not include referrals) (Refer to Tables 1-3 as of 6/12/2010)

Freshman Applications:
Overall Fall 2010 applications increased 14.67% (N=1517) resulting in a increase in freshman applications of 11.2% (N=1024). Applications from Central Valley schools showed growth (N=198). With a stronger regional presence, we saw increased

freshman applications in Sacramento (17.1%), San Francisco Bay area (26.1%), Fresno, Kings, and Kern region (19.84%) counties. Los Angeles (N=145), Fresno/Kings/Kern area (N=124), and San Francisco Bay Area (N=653) demonstrated the highest increase in number of applicants.

An area of concern was the decrease of applicants from Madera and Merced counties. Theories that have been surmised are that more UC-eligible students are graduating from these counties and choosing to attend a UC farther from home. Otherwise, it is thought that economic challenges may have prompted them to choose the option of attending a CSU or a community college.

Freshman SIRs:
Overall yield increased for freshman SIRs 13.62% (N=248). The Sacramento region experienced the most significant positive change as SIRs increased 52.17% (N=24). Los Angeles SIRs increased 31.58% (N=60) as well. Significant increases occurred in the Santa Barbara/Ventura region at 89.47% (N=17) and the San Francisco Bay area 16% (N=48). The largest deficit occurred in Riverside/San Bernardino at -28% (N=14), followed by Orange County 23.81% (N=10).

Transfer Outcomes (this data does not include referrals) (Refer to Tables 4-6 as of 6/12/2010)

Transfer applicants:
Overall Fall 2010 Transfer applications increased 43.25% (N=493). Significant increases took place in Northern Central Valley 54.29% (N=19), San Francisco Bay area 45.10% (N=138), Los Angeles 44.98% (N=130), Orange County 82.86% (N=58), and San Diego/Imperial Counties 86.05% (37). Biggest decrease occurred in the Central Coast region -21.21% (N=7).

Transfer SIRs:
Overall yield increased for transfer students 60.66% (N=74). Significant increases took place in Northern Central Valley 54.29% (N=19), San Francisco Bay area 46.67% (N=14), and Los Angeles 65% (N=13). Biggest decrease was Central Coast -33.3% (-1).

Overall Assessment and Conclusion
This year saw a significant increase in applications to UC Merced, and the academic quality of applicants, admits, and SIRS improved. The overall quantity of SIRs increased by almost 18.36%; this, coupled with referral students, well exceeded our overall goal of 1,600 SIRs.

Our increased efforts in the Fresno, San Francisco, Orange and Sacramento areas, with a full-time staff member in place, allowed us to be more accessible and visible in significant regions. The consistent presence of a UC Merced representative in San Francisco Bay Area and Sacramento made a significant difference. In particular, the eastern portion of the Bay Area has long produced a high number of applicants and

yielded an equally strong number of students to UC Merced. With a more consistent plan for the San Francisco and Sacramento areas, significant increase in applicants and SIRS took place.

Fall 2011 will include a continued proactive approach to the Fresno high schools in partnership with the Center for Educational Partnership and Fresno Unified School District.

Yield activities emphasized a more personal approach to admitted students, including meeting with admitted students at their respective high schools and personally delivering their admission to UC Merced. A greater emphasis in collaborating with high school college advisers also established relationships beneficial to recruitment efforts for the future.

Overall, our strategic approach to recruitment and yield efforts proved fruitful, but not without room for improvement. Our goals and objectives were appropriate in implementing a very aggressive approach to our recruitment efforts, but at times may have proved to be a bit overambitious. We have already begun the early design of a foundation for our approach for Fall 2011 with more realistic goals that will allow for the inclusion of promising target schools and/or regions.

Tables 1-8

Table 1: Total Number of Events, Workshops, Presentations, etc.

Community College Application Workshops	22
Community College Appointments	74
Community College UCM Presentation	29
Educators	5
ERA events	103
Frosh Yield	86
High School College Fairs	188
High School UC Application Workshops	115
High School UC/UCM Presentation	203
Middle School Presentation	5
Transfer College Fairs	88
Video Chat	1
Total Events	919

Table 2: Total Number of Contacts

Contact Cards	6,606
Contact Card Connections	6,788
Educators Contacted/Advised	933
Students advised	12,295
Visited Table	30,330

Table 3: Total increase in UC Merced applicants by Regions

Region	% Increase	# Increase
All Regions - All Level Applicants	14.76%	1517
SAN FRANCISCO BAY AREA	28.23%	791
LOS ANGELES	9.25%	275
FRESNO/INYO/KINGS/KERN/TULARE	23.15%	160
ORANGE	18.08%	117
SACRAMENTO/YOLO/PLACER/EL DORADO	20.82%	96
NORTHERN CENTRAL VALLEY	10.85%	88

Table 4: Total increase in UC Merced Freshman applicants by Regions

Region	% Increase	# Increase
All Regions - Freshman Applicants	11.20%	1024
SAN FRANCISCO BAY AREA	26.16%	653
LOS ANGELES	5.40%	145
FRESNO/INYO/KINGS/KERN/TULARE	19.84%	124
NORTHERN CENTRAL VALLEY	11.11%	74
SACRAMENTO/YOLO/PLACER/EL DORADO	17.10%	72
ORANGE	10.23%	59

Table 5: Total increase in UC Merced Transfer applicants by Regions

Region	% Increase	# Increase
All Regions - Transfers Applicants	43.25%	493
SAN FRANCISCO BAY AREA	45.10%	138
LOS ANGELES	44.98%	130
ORANGE	82.86%	58
SAN DIEGO/IMPERIAL	86.05%	37
FRESNO/INYO/KINGS/KERN/TULARE	54.55%	36
SACRAMENTO/YOLO/PLACER/EL DORADO	60%	24

Table 6: Total increase in UC Merced SIRs by Regions

Region	% Increase	# Increase
All Regions - All Level SIRs	18.36%	212
LOS ANGELES	34.76%	73
SAN FRANCISCO BAY AREA	18.79%	62
SACRAMENTO/YOLO/PLACER/EL DORADO	63.83%	30
FRESNO/INYO/KINGS/KERN/TULARE	15.06%	25
SANTA BARBARA/VENTURA/SLO	79.17%	19
NORTHERN CENTRAL VALLEY	6.23%	16

Table 7: Total increase in UC Merced Freshman SIRs by Regions

Region	% Increase	# Increase
All Regions - Freshman SIRs	13.62%	248
LOS ANGELES	31.58%	60
SAN FRANCISCO BAY AREA	16%	48
SACRAMENTO/YOLO/PLACER/EL DORADO	52.17%	24
FRESNO/INYO/KINGS/KERN/TULARE	13.33%	20
SANTA BARBARA/VENTURA/SLO	89.47%	17
MONTEREY/SAN BENITO/SANTA CRUZ	57.14%	4

Table 8: Total increase in UC Merced Transfer SIRs by Regions

Region	% Increase	# Increase
All Regions - Transfer SIRs	60.66%	74
NORTHERN CENTRAL VALLEY	54.29%	19
SAN FRANCISCO BAY AREA	46.67%	14
LOS ANGELES	65%	13
RIVERSIDE/SAN BERNARDINO	233.33%	7
SACRAMENTO/YOLO/PLACER/EL DORADO	600%	6
FRESNO/INYO/KINGS/KERN/TULARE	31.25%	5