University of California, Merced
Admissions and Relations with Schools and Colleges
Year End Report 2007-08

OVERVIEW

The 2008 admission cycle was the culmination of the efforts of the last five years, as the development of the campus has evolved to a state where UC Merced is perceived as a viable option for college-bound students. Recruitment for the entering class of fall 2008 began strong, and the campus is in a very good position to reach matriculation goals. Contributing to the positive outcomes were several factors: 1) A greater awareness of the campus has occurred in part because of the outstanding achievements and accomplishments of the maturing and growing student body. 2) The campus is now "real" to prospects, counselors and families throughout the state. 3) Educators in K-14 are more familiar with the unique opportunities that UC Merced provides. 4) The campus admissions unit is more experienced, resulting in faster notifications and improved communications. 5) A strategy was implemented to gain targeted support from current students and faculty, and an effort was made to synchronize the efforts of the Student Affairs Division's service units on campus. Together, these factors resulted in a 35% increase in positive responses from admitted applicants.

The original campus enrollment targets for fall of 2008 were re-adjusted to 800 freshmen and 160 transfers. This enrollment target of 960 new undergraduate students was ambitious yet possible to reach. During the summer of 2007, these targets were increased to 900 freshmen and 175 transfers for a total target of 1,075 new undergraduates. These targets were very ambitious based on the previous two application cycles. We modified these new targets to compensate for a potentially difficult transfer target. The new adjusted targets included 950 freshman and 125 transfers. They were especially critical because of the low enrollment we had received in fall 2006 and our need to make up some of that shortfall.

In preparation to meet the new 1,075 enrollment target, we utilized the limited historical data we had to develop projection targets for fall 2008. To meet the freshman enrollment target, we projected that it was necessary to process 20,061 applications, net 18,366 admissions, yield 1,118 Statements of Intent to Register and keep the melt down.

The transfer enrollment goal posed a substantial concern because we had not received large transfer numbers in previous years. Transfer students are often yielded from community colleges near the university. However, one of the challenges we have faced in the region is that overall, the transfer rates from local area colleges has been historically small. Also, students who meet our admission guarantee often qualify for other more selective UC campuses. Nevertheless, we set out and established targets for transfers. We projected that we would need to process 1,108

transfer applications, admit 776 students, and yield 139 Statements of Intent to Register to enroll 125 transfer students.

Our strategy for 2007-08 included the following critical objectives to reach our primary goal of enrolling 950 freshmen, and 125 transfer students for fall 2008:

- Implement a comprehensive recruitment plan to increase the volume of applications, admits, SIRs and enrollments at both the freshman and transfer level.
- Improve the implementation of the Transfer Imitative to generate more eligible transfer students and increase transfer enrollment.
- Build upon and improve our admission processing, articulation and verification unit's review, in order to gain greater efficiency.
- Improve our communication and follow-up to students from prospect to incoming student.
- Improve communication with educators so as to gain greater familiarity, confidence and interest in UC Merced.

We actively sought to increase freshman and transfer applications by improving our already well-structured foundation. We moved forward on the planned concept of identifying selected regions in the state that could be serviced by assigned staff. This included hiring regional representative in areas where we have had enrollment success and where substantial potential exists: the Central San Joaquin Valley, Bay Area region, and the Los Angeles Basin region.

Effective and efficient admission process procedures and operations are critical to successful growth. Therefore we also focused on improving our processing of applications. We made changes in who would be reviewed and notified first, when admissions decisions were made, and how we came to these decisions. In addition, we modified our comprehensive communication plan and created an unrelenting yield strategy. Combined, these efforts helped us reach our targets. We collaborated with the Student First Center in creating a comprehensive anti-melt calendar/strategy, and are trying to keep the melt below 10%.

The ambitious target called for carefully planning and implementing recruitment, processing, communications and administrative strategy. The Admission unit enlisted the collaboration of the UC Merced Campus community, Student Affairs units, School Deans, Faculty, enrolled students, sister UC campuses, and the Office of the President to produce what has been a very successful admission cycle leading toward reaching the established goals.

As of June 11, 2008 we had produced very favorable results. The targeted projections were slightly higher in applications and admitted students than were realized. However, a strong and favorably distributed SIR response of 1,135 students was composed of more regular and early

referral students. This strong response has the potential to net an enrollment of 968 new freshman students.

Transfer applications exceeded projections by over 96%. This large increase in applications has produced 23% more SIRs at the transfer level than was anticipated. Therefore, we are in a good position to enroll approximately 146 new transfer students.

Although there were changes in enrollment targets and those targets were very ambitions, the UC Merced Admissions unit has been successful in adjusting to this substantial challenge and is in a good position to reach or exceed the 1,075 enrollment target of fall 2008.

RECRUITMENT

The recruitment team at UC Merced was faced with one of the most challenging tasks in the admissions unit. It had the primary responsibility of identifying, reaching, and soliciting enough qualified students to apply and ultimately enroll at the campus. They approached this challenge by laying out a strategy and four major objectives to reach this goal.

Strategy

Implement a comprehensive recruitment plan to increase the volume of applications at both the freshman and transfer level, ultimately enabling us to reach the desired enrollment goal.

Objectives

- Build upon and improve the regional model so as 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 and implement a comprehensive recruitment calendar.
- Implement an effective yield strategy and assist with the anti-melt campaign.
- Design and implement a plan for a Visitors Center that will host prospective students and their families, Early Academic Outreach Programs, community-based groups, high school and community college programs, and the general public.

Regional Model:

The staff worked effectively to successfully implement our concept for a regional model and hired new admissions officers dedicated to the Central Valley area, the Bay Area/Sacramento region and the Los Angeles area. Other major areas were covered by floating staff, based on availability and prioritization. While the San Diego area was not assigned a staff member, the

Los Angeles staff member was able to cover the major selected programs as was the case in Northern California, the Central Coast and the Imperial Valley.

The regional model benefits include: 1) We are gaining greater access to students as well as educators. 2) The implementation of a regional outreach model has enabled development of stronger relations and continuity with educators and promoted stronger ties to the campus resulting in improved recruitment outcomes.

Comprehensive Recruitment Calendar

Like former years, we studied and assessed the outcomes of recruitment visits and their conversion to actual enrollees. We discovered that the three main region from which we yield students are again the Bay Area, Southern California and the Central San Joaquin Valley. However, other than Merced High School, there is not a substantial concentration of students originating from any particular high school statewide. 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.

Therefore we again utilized the statewide CCUN and CCUD as our primary source of identifying which schools we would target. 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 640 application workshops and information visits for high schools, community colleges, and middle schools and attended community-sponsored events during the period of July 7, 2007 to June 6, 2008.

Yield Campaign

Yield continues to be an important element in the admission process. This year we implemented a multi-faceted plan that included:

Visiting school sites and meeting with students that had applied to UC Merced.

Contacting applicants and admitted students with a series of electronic and postal communications to inform students of upcoming events and important dates and stimulate and maintain their awareness and interest in UC Merced.

A comprehensive phone campaign was implemented. All admitted students were called by currently enrolled students. The campaign provided admitted students an opportunity to receive a personal contact and insight into student life at UC Merced.

Events Coordination

A series of events were hosted for the admitted students including Bobcat Day, Chancellor's Receptions in Los Angeles and Santa Clara counties, Transfer Day, Inside UC Merced and Experience UC Merced. Our yield events this year were highly attended. This year Bobcat Day hosted more than 1,900 registered guests and another estimated 500 walk-ins. All three Chancellor Receptions exceeded capacity.

In addition, the admissions unit held several regional events in the fall. The office also worked with student groups and helped them organize and host campus events which admits, applicants and prospective students could attend to gain insight into the UC Merced campus experience. Events included the African American Student Association Event (UMOJA), the Cinco de Mayo Celebration, Asian Fest, the Pilipino Student Conference, and the National Association of Chicano/Chicana Students (NACCS) Regional Foco. These programs proved to be very successful largely as a result of a new events coordinator.

We have a lot of events in the planning stages for the 2009-2010 recruitment cycle. This fall, UC Merced will host its first annual Preview Day on October 18, and we look forward to the anticipated benefit of holding a large campus event for prospective students in the fall, before the priority application filing period begins.

Visitors Center:

We now know that getting students to visit the campus is an important step in their ultimate decision to actually enroll. Bearing that in mind, this year we put a great emphasis in increasing the participation of students in the campus visit program. Our approach included: improving facilities, promoting and increasing campus visits, and encouraging educators and students to see the campus as a potential destination for conferences.

Our new Assistant Vice Chancellor was the driving force in improving facilities. He negotiated with the housing director and arranged to acquire high-profile space on Scholars Lane. This new dedicated space featured a location with large windows and easy access. It was equipped with spaces for professional staff and features work stations and a relaxing lobby. In addition to the dedicated space, there is a small conference room that can be used on occasion for small group presentations. This new space was a significant advancement from a hallway where tours originally gathered, and it has enhanced our guests' experience.

A staff member was assigned to lead the Visitor Center and help develop the full program of services and array of tours that will become available. In addition, student tour guides were relocated to the new facility and quickly adapted to their new environment.

Promoting the space was advanced by ensuring that staff spoke of campus visits during presentations at various venues. In addition, efforts were made to encourage groups to host conferences on campus. This year, students from Reedley College and Migrant Education in Kern County were hosted on campus in residence halls overnight. They experienced campus life as well as a tour from the visitors center. These conferences entailed substantial planning from admissions, housing, facilities, risk management and campus academic areas.

Recently, the lead staff member assigned to the Visitor Center resigned. This provides an opportunity to create a new job description that will be more closely aligned with the new growth and expansion of the new visitors center.

The major objectives established in the recruitment area have been successfully met. These four areas were all critical to reaching the enrollment goals, and the success in these areas played an important part in reaching the campus enrollment goals. As stated in the opening overview, over 21,000 applications were processed for fall 2008. The recruitment efforts have netted positive results as further reflected in this year's high school and transfer SIR outcomes. (see Addendum 1).

The data indicates the following regions have seen substantial SIR increases:

Freshman SIR Outcomes	
Fresno/Inyo/Kings/Kern/Tulare	56.04%
Los Angeles	55.65%
San Francisco/Bay Area	52.84%
Sacramento/Yolo/Placer/El Dorado	46.15%
Overall SIRs	43.17%
Transfer SIR Outcomes	
Los Angeles	233.33%
San Francisco/Bay Area	107.14%
Fresno/Inyo/Kings/Kern/Tulare	63.64%
Overall Transfer SIR's	33.67% (as of June 6, 2008)

TRANSFER INITATIVES

This year, general recruitment staff, including those from the regional model, worked with both high school and community college students. In addition, a special effort was made to increase the preparation and access of community college students from the central valley region and selected community colleges statewide. We were especially pleased to see the outcomes of our new approaches. The following data indicates that we have an overall transfer SIR increase of 33.67% statewide and even stronger increases in several major regions of the state including valley communities.

Strategies:

- Maintain 2006-2007 commitments at select Central Valley Community Colleges while expanding recruitment efforts at additional central valley community colleges in order to increase applications and improve the yield from that region.
- Increase campus visibility at targeted community colleges in Southern California and the Bay Area through campus visits, classroom presentations, and opportunities for campus tours, resulting in an increase in applicants and yield from outside the region.
- Initiate a high school development project to improve the percentage of local students transferring to universities and expand the number of local students eligible to transfer to a UC campus.

Objectives:

- Increase applications and enrollment by continuing to be a strong presence at high feeder community colleges in the central valley and increasing visits from prospective transfer students to UC Merced.

- Increase yield of applicants to enrollees from Los Angeles and the Bay Area by hiring regional representatives in these regions, thus initiating targeted recruitment efforts at community colleges where we have historically received a large number of applicants.
- Improve transfer rates from region community colleges to four year colleges and universities, especially UC Merced, by employing a SAPEP initiative that introduces community college-bound high school seniors to the transfer process, community college resources and successful study habits at an early stage.

Outcomes:

Valley Interest and Enrollment to UC Merced

As of present the Transfer Admissions unit has contacted over 325 transfer students at the selected community colleges, thereby exceeding our expectations. Applications at Central Valley schools increased 3% and overall yield increased 2%. South Valley (Fresno, Kings, Tulare, Kern counties) experienced the most significant positive change as applications increased 23% and SIR's increased 54.5%. Not including MJC, the North Valley (Merced, Stanislaus, Tuolumne, San Joaquin) received the same number of applications as last year and increased in SIRs by 16%. Significant gains were made at San Joaquin Delta College as applicants increased 35% and yield increased 100%.

A significant factor in these increases was the assignment of an admissions representative at Fresno City College and Reedley College and the addition of a Southern Valley representative based out of Bakersfield. The consistency of campus visits from UC Merced representatives assisted with building stronger relationships between Valley community college counselors, faculty and led to additional student contacts and recruitment opportunities. Local students were also prioritized in the evaluation process allowing for early decisions, more communication and additional opportunities to attend yield events.

This year, six central valley community colleges visited UC Merced. Staff encouraged local community colleges to visit campus and offered to host visits including transportation, personalized tours and campus presentations. Campus tours were generally well-received by students who found the small classroom size and intimate setting to be advantageous to their education.

The North Valley (Merced, Stanislaus, Tuolumne, and San Joaquin counties) had a 13% decrease in applicants and a 6.8% decrease in SIR's. A significant factor in this decrease in applications and yield in the North Valley was a systemwide decline in applications from Modesto Junior College (33.9%), with a 37% decrease in applications over the last 3 years. The region as a whole continues to perform poorly compared to Southern California and the Bay Area. The Central Valley only comprised 2% of the applications to the UC system this year and experienced a decrease of 4.9% in applications from the Northern Central Valley and 4.5% in applications from the Southern Central Valley.

Securing regular appointments at community college campuses, other than Merced College and Modesto Junior College, has been a challenge. Many college campus transfer centers are vocally supportive of our visits to their campus but are reluctant to provide us with opportunities for classroom presentations, (usually the most productive outreach efforts). Marketing our visits to the campuses has been difficult as many transfer centers are limited in their ability to advertise to the on-campus community. Articulation continues to be a challenge for our campus as many campuses did not have articulation agreements posted on www.assist.org until late in the fall semester. This problem has been compounded by our unique curriculum which differs from popular UC major preparation pathways, particularly biology, forcing students to take additional courses in order to fulfill the major preparation that we recommend.

Bay Area and Los Angeles

Two regional recruiters were hired to coordinate outreach efforts in Southern California and the Bay Area. We partnered with the Office of the Provost in working with the new staff member based out of the Bakersfield Center to coordinate outreach efforts in the South Valley. The individuals hired for the positions were extremely self-sufficient and experienced in outreach, so they adapted to their positions quickly. In addition, the Southern California recruiter is one of our first UC Merced alumni, a transfer student from the Southern California region.

The Southern California and Bay area recruiters were hired late in the 2007-2008 recruitment cycle. It will be necessary to provide adequate time in the future to maximize training and planning.

Regional recruiters conducted over 84 visits with at least two visits to over 27 community colleges. Community colleges that had historically generated large numbers of applicants to the campus and the UC system were targeted. In addition, we targeted campuses that transfer representatives have developed relationships with over the last three years. There were challenges in working with colleges where we had limited or no established relationships in the northern and southern regions, compounded by our limited articulation as previously noted.

Applications increased from the Southern California region by 43% (117) and yield increased by 143.75% (23). Bay Area applications increased by 9.77% (21) and yield increased by 131.25% (21). Regional recruitment was highly successful and many community colleges increased in yield by over 100%. Regional recruiters were able to prioritize the evaluation of applicants from certain community colleges which led to earlier decisions and more contact with admitted students.

The Riverside/San Bernardino area experienced a slight decrease in yield (33%). The overall yield rate for the Southern California area remains low at (.08%) compared to the Bay area (.17%) and the Central Valley (39%).

SAPEP Project

Two staff members were hired in March to develop and coordinate the SAPEP high school development program. These individuals are both transfer students, UC graduates, and have demonstrated a deep commitment to assisting community college students.

As of June 8th the Empowering to Reach Achievement Program (ERA) has contacted over 180 students and hosted three student events. In a short period of time, the project has been extremely successful in establishing partnerships with the UC Merced Center for Educational Partnerships, Merced High School District, Madera Center Upward Bound Project, Modesto Junior College Pre-Trio program, Delhi High School and additional high schools and development programs have expressed interest in being part of the program next year. The program developed and hosted "coffee shop sessions" which introduced students to exercises in critical thinking skills through the discussion of a film, led by a UCM staff member. Included within the program were a campus tour and a science demonstration. A conference to introduce community college-bound high school seniors and their parents to the transfer process was created and hosted on campus and had over 100 registrants. In addition, the program is planning a three day summer residential program for July.

Due to the late start of the ERA project, many of the high schools identified as possible partners were reluctant to become involved in the project this year. High school testing and senior trips also impacted student attendance at program events. Several opportunities to work with community college outreach staff at high school registration events were also missed. The ERA program was unable to benefit from students who could have been referred to the program from general admissions staff during the fall Community College and University Night Fair (CCUN's).

ADMISSIONS

UC Merced Admissions has provided favorable outcomes in the past two years despite challenges with staffing and technology. In 2007-08 we set out to build upon and improve our admission unit's foundation. The overarching goal for processing and articulation during the 2007-08 year was to notify students of their admission to the fall semester early, leaving more time to communicate with applicants and their families with an intensive communication plan and invitations to a series of events. We also saw the need to replace articulation agreements, especially those established before the opening of the campus that were no longer valid. We focused our efforts on the following strategies.

Strategies:

1. Establish a fair and efficient evaluation process to facilitate early notification of on-time applicants, admit all students who will achieve eligibility by the end of spring 2008 (summer 2008 for transfers) and complete evaluations prior to the notification deadlines.

2. Open International student enrollment at UC Merced by opening the application process to non-domestic students and promptly notifying them of admission.

3. Re-establish updated articulation agreements in ASSIST so that Transfer Admission Guarantees, transfer counselors and the transfer community can access the information critical to transfer student success. Participate fully in the Streamlining Articulation project so UC Merced majors are represented in the university-wide initiative on the Web site UCTransfer.org.

Strategic Objectives Implemented:

1a. The application file load program was adjusted to automatically admit estimated eligible applicants.

1b. All other applications (unknown or estimated not eligible) were to be reviewed/scanned for confirmation of denial or evaluated by staff to determine if the application should be moved forward for admit by exception (ABE) review.

1c. In some cases, applicants could become eligible with certain fall grades, so staff were to request 7th semester transcripts and/or inform students to take required examinations.

1d. Two staff members were assigned to solely focus on transfer evaluations for Central Valley and priority community colleges. They were not involved in the freshman evaluation process.

2a. An international evaluation consultant was brought to campus for a day of training so that all staff could learn more about issues concerning the admission of non-domestic applicants.

2b. The designated international specialist-in-training worked closely with the international evaluation consultant to evaluate applicants, solicit necessary supplemental information and get decisions to the international applicants as soon as possible.

3a. As the faculty grew, created new majors and adjusted the curriculum at UCM, articulation agreements established in ASSIST before campus opening became a source of inaccurate information. Over the past two years, articulation efforts stalled while faculty workloads and staff attrition complicated the process. We elected to delete from display the articulation agreements that were no longer accurate. This happened in January and caused some angst for articulation officers and UCM advisors but did improve service to students as that outdated articulation no longer displays in ASSIST.

3b. In the admission application review process, we focused the efforts of the new articulation liaison on transfer applications only, to accelerate training in transfer course review and broaden understanding of the course review process.

3c. The priority for 2007-08 articulation efforts was mandated by UCOP to meet a university-wide commitment to legislators, but it was also a good way to help our new articulation liaison learn about the articulation process in UC. "Transfer Pathways" listed the top 20 most popular majors for transfer students to the UC system.

Outcomes:

Overall, the efforts to notify applicants early were successful. To accomplish early notification and identify potentially eligible students and communicate with them about their eligibility, we enlisted all staff. New staff needed training and trained staff needed advanced training. As we worked through the second half of the six weeks available for outreach to participate, it became apparent that training had been only marginally effective; a direct result of the minimal time allotted during January. This will be corrected next cycle.

UC Merced has evaluated records from abroad in the past with help and guidance from our international evaluation consultant but this year there was an increase due to opening the application to non-domestic applicants. Processing fell behind because the overwhelming number of records indicated for 7th semester transcript requests was substantially increased. This was partially a result of inexperienced staff and a greater attempt to establish as many eligible applicants as possible. Nevertheless this created additional review for the limited number of experienced evaluators and resulted in delays. At the time, the international specialist in training was the only evaluator available.

The underpinnings of articulation in ASSIST for 2008-09 are solid and improving. The articulation liaison has acquired a significant amount of perspective and knowledge of the process and will be focused as much as possible on articulation work through November. Academic advisors have a stronger sense of articulation matters and faculty have more experience in the process, having been actively engaged in reviewing transfer courses for enrolled students. All of these factors should help move the process along. The draft template for 2008-09 articulation is about to be completed, paving the way for articulation updates for at least 30 California community colleges and perhaps more.

Details, Challenges and Plans for Change:

Staffing

The processing unit gained 1.75 FTE in the academic year 2007-08, bringing the total FTE to 4.75 plus the associate director. The unit continued to depend on the contributions of two consulting staff part-time for a total of 350 hours. Application and notification goals were met while articulation and continuing student credit processing goals remained largely unfulfilled. In the coming months, we need to assign more consultation hours to an expert UC consultant for the backlog of transfer credit summary reviews. Assuming we can contract for a sufficient number of additional consultation hours (approximately 80 hours), the unit should be well positioned to accomplish the expected workload in 2008-09.

Student Workers played an important role in assisting with the admission process since last summer. Opening the mail, looking up student identifying information for document processing, organizing the paperwork and filing with evaluation records are all part of the workload. Documents include unsolicited transcripts, test score reports and communications, green sheets for 75 percent of the applicant pool, requested documents, appeals and other communications from applicants. During summer, we will begin training experienced student staff on entering transcript receipt information to Banner.

Training

Training was particularly weak this year due to a lack of time to organize and deliver training. The training schedule allotted two 4 hour blocks of time but was shortened because other trainings went over their allotments. Next year training will be better organized, with more examples and no exceptions to the planned training schedule.

Process

Overall, application processing and admission notification goals were met despite losing 75% evaluator in late March and 25% experienced student assistant in January. Extra projects accommodated in January included the development of a new Web site for Shared Experience invitees and manual tracking and reporting of evaluator productivity. To facilitate quality control, the associate director initially reviewed all evaluations for staff new to the evaluation process, then 10 in 100, then did a scan of all requests for additional information. The scans showed that staff did not have sufficient guidance and training to determine admission denials so they requested information from far too many ineligible applicants.

Goals for Next Year:

Processing and International Evaluation

Before November 30, all letters will be revised and ready in advance, ABE guidelines from faculty will be final, training materials for outreach staff will be ready and an appropriate training schedule set.

System Improvement

Working with IT, we hope to have a new, dynamic application assignment system ready, based on the Davis model. Staff will be able to "check out" and indicate "completed" application records so they are tracked and productivity can be assessed without causing additional manual effort on the part of processing staff.

By December 1, 2008 at least 30 (40?) California community colleges will have articulation agreements for 2008-09 in ASSIST. Community colleges identified as priority by regional outreach staff and the transfer coordinator will be prioritized for completion. The new major in Anthropology will be included, along with all majors available in fall 2008.

International Students Report:

This fall our Assistant Vice Chancellor of Enrollment made recruitment trips to the Middle East to begin opening interest in UC Merced. He also began taking initiatives that would make the university viewed as a legitimate institution in international university resources. This year was the first year that the campus has been opened to international students from schools abroad. The following are outcomes for students whose self report indicated they were potentially in need of an F1 Visa:

- 360 Freshman applicants with potential of needing F1 Visa (current or planned value)
- 25 Potential F1 Freshmen SIR Yes
- 39 Transfer applicants potential of needing F1 Visa (current or planned value)
- 1 Potential F1 Transfer SIR Yes

Regents' Scholarship Review:

Freshmen: Applicants with a minimum GPA of 3.50 and estimated eligible. The top 299 estimated eligible applications were scanned for eligibility and the top 248 were prepared, printed and delivered to Financial Aid for faculty review. Transfers: Applicants with a minimum GPA of 3.00 and reviewed for transfer pattern and 60 units were reviewed for eligibility and the top 48 were sent to Financial Aid for faculty review.

Admission by Exception Review: Fall 2008

Records show that 800 freshman applications were reviewed for Admission by Exception. Approximately 15 of these were referred to faculty review. Carolos Coimbra, Chair of the Subcommittee on Admissions reviewed the case with Director Ruiz to determine decisions.

604 freshmen were admitted, 186 were denied and approximately 10 were determined eligible.

Three transfers were approved for Admission by Exception. Approximately 4 were reviewed. Many of the ABE admits were missing SAT Subject scores, making them ineligible on the index even though their GPAs were strong. 20 ABE admits were strong students, with strong scores but they attended schools that were not accredited by a regional accreditation agency. With the

current SIR total of 1087 freshman, 83% were regularly admitted and 17% admitted by exception. We expect some of the ABEs to become eligible at the end of senior year. We need to do further analysis after the fall term begins to see which ABE students actually enroll.

English Language Learners:

Last year this new initiatives was introduced in collaboration with the UC Merced Center for Educational Partnerships and Merced County Office of Education and the UC Merced Writing Project. The target applicants have strong academic programs, yet may have had an omission in their preparation in the areas related to English. These students would have been English Language Learners who, other than those omissions, demonstrated an ability to be successful at UC Merced. This year the goal of the program was to enroll 40 students. In preparing for this project 85 students were referred directly and contacted by school officials and university personnel. Seven Hundred and thirty three students were invited to participate via correspondence. At the time of this report:

Twenty three students were offered admission to UC Merced with the condition that they participate in the Summer Bridge Program and 12 were recommended to attend. At the time of preparing this report 15 of the 23 had registered and 5 o f the 12 invited had registered for a total of 15 students.

The program has been successful for those students that enroll and participate. However, we will review the cost effectiveness and make recommendations and adjustments to the program for future implementation.

Shared Experience:

This is the second year of implementation for the Shared Experience Program. In preparation for this year's program we made a substantial investment of time, working with Office of Student Advising and the directors of admissions at all UC campuses. Careful attention was made for messaging to invited students and a special web site at UC Merced was created to help those students with inquiries and registration to participate. All UC campuses with exception of UCD and UCR participated in the project this year. One thousand one hundred and twenty six students were offered participation. Of this group 27 students have shared experience contracts.

Identifying and inviting students to this program has required substantial time and resources. The value of the program should be reviewed for continuance.

Engineering Berkeley Redirect:

This year we again implemented the Engineering Berkeley Collaborative. Changes were made that facilitated the process of adding students to UC Merced as applicants and allowed earlier invitation to students. Overall the project placed a much smaller demand of resources on the

admission unit. At the last report from the Engineering School two students had SIRed to UC Merced.

CETAD Transfer Data:

424 records identified as CETAD; approximately 400 were reviewed, facilitating quick decisions with scan by Jonathan.

Production Management:

Managing work load for the admissions processing unit has been a challenge. One of the major challenges is that the distribution of work load has been primarily manual. This outdated process was being managed with the earlier expectation that a system wide solution, CASA, would become available for fall 2008 and alleviate much of the challenge. This project failed and UC Merced was left with another year of manual work distribution. We have been working with the campus Office of Institutional Technology to acquire and adapt the UC Davis system to begin managing our work loads.

We have reviewed their system and it has many applications that will be valuable and applicable to UC Merced. There are several fundamental functions that our campus must implement as a new and growing campus that UC Davis does not require. IT will be working with us in these areas where substantial programming and modifications will be necessary to make the process function for UC Merced.

COMMUNICATIONS

Objective:

Increase awareness, interest, and thus applications, admits, and SIRs to UC Merced

Strategies:

1. Build upon the 2006-07 comprehensive communications plan, incorporating knowledge gleaned from the outcomes and feedback from last year, and increasing the volume of communications that are sent.

2. Create new publications, including more information that speaks to UC Merced's academic excellence and academic rigor, and send these publications out more widely via U.S. mail.

3. Identify key messages for specific audiences and use experience and data to decide when those messages will be distributed so that they will have the greatest impact.

4. Better utilize pictures and electronic media/communications to bolster our key messages.

Strategic Objectives Implemented:

1a. The office communicated more extensively with prospective students in the fall. We sent the "Why UC Merced" brochure in November, personalized postcards (with each student's name on front and individually-tailored information on the back), and we sent an e-mail to all of our College Board contacts with a lot of valuable links, including the Freshman Admissions Checklist and the "Why UC Merced" brochure.

1b. Though we only sent an unaccompanied acknowledgment letter folded in a #10 envelope last year, this year we sent the "Why UC Merced" brochure out with acknowledgment letters in a catalog envelope. We also sent acknowledgment e-mails as well as hard copy letters.

1c. We sent the admissions brochure more than a month earlier than last year, and it took on a different look this year. We also provided more information about academic excellence and academic rigors, including profiled on faculty members and students from each school. The admission brochure was changed so that it would apply to both freshmen and transfer students and would not become obsolete after certain dates had passed (keeping that in mind, we produced an upcoming events flier and a separate checklist that we updated regularly). Finally, we printed the brochures in a larger quantity (20,000 as opposed to 13,800 last year) so we could send them to all of our admitted audiences, including referral pool and Shared Experience participants.

1d. We sent nice invitations via U.S. mail to most of our events, which helped to increase attendance, especially at the three regional Chancellor's Receptions.

1e. Approximately 35 different letters were sent to freshmen and transfer students with anywhere from 1-4 enclosures; approximately 30 e-mails were sent; and approximately 20 publications, postcards, invitations, fliers and posters were written, designed and produced.

2a. We created two new brochures that were not on the projected communications calendar: "Why UC Merced" and the "Visitors Guide"

2b. Each new brochure included new student and faculty quotes and a wealth of information about the academic benefits of attending UC Merced

2c. The freshman teaser and transfer brochure were revised to better fit with our current direction

2d. We sent out publications with more of our letters this year, helping to generate interest in the campus and hopefully giving students faces and places to which they could relate. We want them to envision themselves here. For example, we sent "Why UC Merced" to all of our applicants as well as the early referral pool or "Count Me In" students.

2e. Admissions publications took on a different look,, (more linear, with blue and gold to make the UC connection clear) and we held two focus groups in collaboration with the Office of Communications to garner valuable feedback about our publications from both local high school and UC Merced students.

3a. This year our primary message was clear – UC Merced is an excellent academic institution. We tried to make sure every letter, e-mail, and publication resonated with that tone. We also wanted students to know about all the opportunities UC Merced offers for leadership and growth, and that the campus provides support in a friendly environment where you can succeed.

3b. A concerted effort was made to communicate at key times in a student's decision-making process, and the communications plan was updated with that in mind.

3c. There were even more groups and audiences with whom we corresponded this year: Early referral pool (Count Me In), referral pool, Shared Experience, UC Berkeley Engineering program, etc. We sent the Count Me In students the Why UC Merced brochure, and we had a substantial increase (from 226-603) in students who indicated interest by logging into the Web site and adding us as a campus choice.

4a. New content was developed and added to the Web site, including a "Publications and Resources" page that presented some of our publications, as well as the freshman checklist and other valuable information for students at any point in the process, so that it was easily accessible and available at the click of a button. This page also enabled us to include direct links in the e-mails we sent throughout the year.

4b. We took pictures of our own with a high-quality, high-resolution camera during UC Merced events that we were able to use in publications.

4c. We communicated more with other units, such as Student Life and Recreation, to increase the breadth and depth of our photo archive.

4d. Our office was more diligent and calculated in choosing pictures that matched the messages we were trying to convey and fit with the content on the page.

Outcomes:

Overall, our new methods seemed to be successful. Students responded well to receiving more publications via U.S. mail and more e-mails. I think the hard copy invitations also made a big difference. Since it is hard to track which efforts had the greatest impact, it is difficult to quantify the results. However, interest in UC Merced seemed to build, and subsequently, campus visits, applicants, admits, and SIRs increased.

Challenges and Future Plans:

As the 2 new publications were not built into our projected communications plan, time spent on the brochures was time taken away from other projects that were planned. Due to that, not all of the forecasted publications were completed. Having only one staff person devoted to creating, writing, producing, and overseeing all of the projects, as well as serving as editor for the rest of

the office, and being responsible for the Web site meant shifting time demands and shuffling of priorities.

This summer, 5 new publications are in the works:

- 1 Freshman Viewbook
- Transfer Viewbook
- Freshman/Transfer Teaser
- International Brochure
- Freshman Eligibility Checklist (A-G)

PROGRAMMING

Strategies:

1. Increase accuracy and accessibility of data generated by in-house reporting systems, allowing more targeted allocation of admissions resources

2. Update and improve the Admissions web resources

3. Train individual users to better utilize reporting and data collection tools available to them

4. Align the Admissions office with campus-wide IT directions by working closely with that unit

Strategic Objectives Implemented

1a. Careful maintenance and monitoring of the reporting environment has increased accuracy of the underlining data elements (applicant, admit and SIR information) within the Admissions unit.

1b. Users within the office can now review statistics and easily pull reports of a specific demographic or population with fewer steps and better results.

1c. To date, the Admissions Reporting Service has provided over 2,500 reports (Web site hits and Ad hoc requests).

2a. The office has been aware of a constant need to make the Admissions Web site more welcoming and informative, and to make it a better tool for users, both internal and external to the unit and the university. Bearing that in mind, there were several new developments in that area this year.

2b. A “Learn about UC Merced right here in your own city” page was created that allows students and/or educators to look up school visits and events by month, recruiter, city or county.

2c. A Count Me In Web site was created so students could log in and confirm their desire to add UC Merced as a campus choice. This Web site took the place of a paper form that was sent out

last year, and it simplified the process for the students and minimized the workload for Admission staff. It also allowed for easier tracking of our Count Me In students.

2d. A Shared Experience Web site was also created with the same intent and purpose of the Count Me In Web site.

3a. With new software and a greater dependence on technology, there is an ever-growing need for technical desk side service and support. This service include, but is not limited to resource availability, repair and upgrading of UC assets, and an occasional compromised system or system failure. This year, 198 work orders were generated and processed, and there is an average of 10 visits/inquiries per day relating to desk side service and support.

3b. A training video was created for users who work in the "Recruit" system, and group training was provided for a number of different software/technological solutions.

4a. Efforts were made to work as closely as possible with the various departments of IT and forge valuable and mutually beneficial relationships between the units.

4b. Steps that were taken this year to align admissions with the IT direction of UC Merced include adding all computers to the UC Merced domain, moving all computers to Vista and a centralized update system,, restoring all mixed-mode environments and reducing training/support costs, keeping a standardized and computer model/footprint, and implementing Microsoft Office 2007 for professional-quality marketing communications and compatibility.

4c. Due to the geographical location of IT, it was noted that the time to resolve Admissions work orders increased substantially.

Addendums

ADDENDUM 1: ADMISSIONS DATA

Freshman and Transfer Applicants Month-by-Month Report: Current Admissions Status by Level *Date Ran: 01/15/2008*
Office of Admissions & Outreach

Entering Level	Referral	Apps	Cancel	Pending	Retain	Denies	Admits	SIR Pending	SIR Complete	SIR Rescind	SIR Cancel	SIR No
Frosh												
	Regular	9100	1	1895	0	1806	5398	0	0	0	0	1
	Frosh Totals	**9100**	**1**	**1895**	**0**	**1806**	**5398**	**0**	**0**	**0**	**0**	**1**
Transfer												
	Regular	1105	1	1104	0	0	0	0	0	0	0	0
	Transfer Totals	**1105**	**1**	**1104**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Grand Totals		**10205**	**2**	**2999**	**0**	**1806**	**5398**	**0**	**0**	**0**	**0**	**1**

Current Admissions Status by Level *Date Ran: 02/15/2008*

Entering Level	Referral	Apps	Cancel	Pending	Retain	Denies	Admits	SIR Pending	SIR Complete	SIR Rescind	SIR Cancel	SIR No
Frosh												
	Regular	9125	1	1302	720	969	6133	1	5	0	0	0
	Frosh Totals	**9125**	**1**	**1302**	**720**	**969**	**6133**	**1**	**5**	**0**	**0**	**0**
Transfer												
	Regular	1135	1	1077	1	2	54	1	0	0	0	0
	Transfer Totals	**1135**	**1**	**1077**	**1**	**2**	**54**	**1**	**0**	**0**	**0**	**0**
Grand Totals		**10260**	**2**	**2379**	**721**	**971**	**6187**	**2**	**5**	**0**	**0**	**0**

Current Admissions Status by Level *Date Ran: 03/15/2008*

Entering Level	Referral	Apps	Cancel	Pending	Retain	Denies	Admits	SIR Pending	SIR Complete	SIR Rescind	SIR Cancel	SIR No
Frosh												
	Regular	9702	2	833	807	1044	7016	22	58	0	0	11
	Frosh Totals	**9702**	**2**	**833**	**807**	**1044**	**7016**	**22**	**58**	**0**	**0**	**11**
Transfer												
	Regular	1152	1	959	32	13	147	3	4	0	0	0
	Transfer Totals	**1152**	**1**	**959**	**32**	**13**	**147**	**3**	**4**	**0**	**0**	**0**

Grand Totals		**10854**	**3**	**1792**	**839**	**1057**	**7163**	**25**	**62**	**0**	**0**	**11**

Current Admissions Status by Level *Date Ran: 04/15/2008*

Entering Level	Referral	Apps	Cancel	Pending	Retain	Denies	Admits	SIR Pending	SIR Complete	SIR Rescind	SIR Cancel	SIR No
Frosh												
	Early Referral	603	0	27	0	3	573	7	19	0	0	15
	Referral	8395	0	0	0	0	8395	0	0	0	0	0
	Regular	9873	4	56	2	1729	8082	54	315	0	1	163
	Frosh Totals	**18871**	**4**	**83**	**2**	**1732**	**17050**	**61**	**334**	**0**	**1**	**178**
Transfer												
	Regular	1167	2	492	221	50	402	5	16	0	0	1
	Transfer Totals	**1167**	**2**	**492**	**221**	**50**	**402**	**5**	**16**	**0**	**0**	**1**
Grand Totals		**20038**	**6**	**575**	**223**	**1782**	**17452**	**66**	**350**	**0**	**1**	**179**

Current Admissions Status by Level *Date Ran: 05/15/2008*

Entering Level	Referral	Apps	Cancel	Pending	Retain	Denies	Admits	SIR Pending	SIR Complete	SIR Rescind	SIR Cancel	SIR No
Frosh												
	Early Referral	603	0	1	1	4	597	5	62	0	0	44
	Referral	8419	3	0	0	0	8416	8	77	0	0	63
	Regular	9939	4	19	12	1729	8175	26	936	0	15	558
	Frosh Totals	**18961**	**7**	**20**	**13**	**1733**	**17188**	**39**	**1075**	**0**	**15**	**665**
Transfer												
	Regular	1184	6	21	143	262	752	14	71	0	0	22
	Transfer Totals	**1184**	**6**	**21**	**143**	**262**	**752**	**14**	**71**	**0**	**0**	**22**
Grand Totals		**20145**	**13**	**41**	**156**	**1995**	**17940**	**53**	**1146**	**0**	**15**	**687**

Addendum 1A: Admission by Exception

Fall 2008 with a comparison date of Thursday, June 12, 2008
Entering Level: Both Freshmen and Transfer Students
Referral: Regular Students, Referral Students & Early Referral Students
Modifier: Only Admitted by Exception Students
Date/Time of Report: Thursday, June 12, 2008 at 10:19:31 AM PDT

Entering Level	Referral	Applicants	Admits	SIR Complete	Enrolled
Freshman	Early Referral	7	7	1	0
Freshman	Referral	0	0	0	0
Freshman	Regular	595	594	145	0
Freshman		602	601	146	0
Transfer	Referral	0	0	0	0
Transfer	Regular	3	3	1	0
Transfer		3	3	1	0
		605	604	147	0

Addendum 1B: Shared Experience

Shared Experience Participation Overview - Preliminary Data Subject to Revision

Admitted All	1126			
UCM Applicants	601			
Added to UCM because of SE	525			
SIRs total	27			
Contracts for Campuses:	Apps Added	Admits	SE SIRs to UCM	Dup SE Contract
Berkeley	0	204	6	2 w/LA
Irvine	0	108	0	
LA	97	258	17	2 w/B
San Diego	274	287	1	
Santa Barbara	124	162	1	
Santa Cruz	30	107	4	
Applications Added Total	428			
Admits Total		1126		
Contracts Total			29	
Duplicated contract acceptance				2

Addendum 2: Event Summaries

UC Counselor Conference 2007 - The 2007 Counselor Conference was attended by 467 counselors. 390 of these registrants pre-paid through Thriva. This number reflects 16 walk-ons. The number of 'no shows' was significant at 77; however 85% of these sent counselors in their place, leaving 12 spots actually unclaimed.

The Counselor Conference was facilitated by over 50 volunteers from other campus units including Fresno Center, 17 tablers and 30 presenters. Especially notable were 6 attendees who expressed the need for disability services at the time of registration.

Fall 2007 Receptions for Prospective Students - The fall receptions were successful in helping to promote UC Merced as an option. They included a campus overview and a student panel. Parents and students were encouraged to visit campus for a tour. The Fremont reception in particular had a high rate of return as families from this event visited campus on more than one occasion. 3 students subsequently SIRed. Post-event evaluations indicated that parents appreciated the approachability of admissions staff and the passion of the presenter. Some students readily indicated that they now considered Merced to be a viable option.

Pathways to UC Merced - The UC Merced Pathways conference involved 23 students from Livingston and Buhach Colony high schools. Students were identified by counselors and administrators, using predetermined criteria and their transcripts were pre-assessed by UC Admissions evaluators. The program included the evaluation of transcripts, the development of individualized educational plans, pathways to higher education, materials and a tour. A similar program was held at Clovis West High School, following the same model.

Counselor Visits- The campus visits for counselors have the potential of becoming a powerful forum where valley educators are able to come and tap into UCM as an educational resource. These sessions provided systemwide updates, as well as the opportunity for Q&A on tough issues.

University-Community College Transfer Forum- The Transfer Forum invited 55 counselors to participate in round table discussions on transfer related issues. This conference was held in compliance with, and funded by, the Ford grant. Patrick Perry was the keynote speaker.

Chancellor's Receptions - The 2008 series of Chancellor's receptions saw an increase in all three locations, hosting a combined 1,025 students and their families. The presence of Chancellor and Mrs. Kang, who greeted and spoke with parents and students at each location, was instrumental in the success of these events. This created an atmosphere of good will among those attending and set the tone for the introduction of the campus. UC staff answered admissions and student life related questions, faculty presented their current research, and students offered their perspective.

Student Partnerships (NACCS, UMOJA) - Admissions partnered with student groups throughout the year. Student groups are not only the source of volunteers, but a part of student life on campus.

EOPS Leadership Overnight – Admissions, in conjunction with Reedley College, Fresno City College and West Hills College, hosted the EOPS Leadership Retreat. 73 community college

students enjoyed workshops, motivational sessions, a tour, meals and an overnight stay in the campus residence halls.

Migrant Academy - The Office of Admissions, in partnership with Migrant Education, coordinated the visit of 80 students to the UC Merced campus for a residential program designed to introduce 1st generation college-bound students to higher education. The program included an admissions presentation and a campus tour.

Inside UC Merced - On the day before Bobcat Day, high school seniors were invited to campus for an overnight immersion event. Hosted by current students, participants stayed in the residence halls, experienced panels, enjoyed activities, toured the Merced area and attended class.

Experience UC Merced - The involvement of faculty, advisors and staff was instrumental in the success of this event, considered to be an abbreviated version of Bobcat Day. This event was well-attended with 165 people, overflowing the California Room. Post-event evaluations described the meeting as informative. Others were very impressed that they got one-on-one interaction with staff.

Transfer Day-The Transfer Admissions Day Conference was held on campus in the Lantern (KL 155), and in COB 105**.** The target audience for this event was prospective transfer students. 85 students preregistered for Transfer Day, and 79 students attended (along with family members) for a total attendance of 114. Attendees were offered a continental breakfast, a day of workshops, and a complimentary lunch with an address by Executive Vice Chancellor Keith Alley. Advisors, faculty, members of Transfer Student Association and STOMP also assisted with the event.

Bobcat Day - Bobcat Day saw an increase of over 1,000 registered guests. Totals for the day were 1,932 (2,300).

Addendum 2A: Event tables with registered participants and attendees

Date	Event	Event Location/Venue	Registered	Attended
25-Oct-07	Prospective Student	Fremont Marriott, Fremont	84	120
4-Nov-07	UC Berkeley Joint Reception	Radisson Hotel, Fresno	193	238
10-Nov-07	Pathways UC Merced	UC Merced Campus	28	23
25-Nov-07	Clovis West Pathways	Clovis West High School	29	40
7-Dec-07	MUHSD Counselors	UC Merced Campus	55	55
18-Dec-08	EOPS Planning Mtg	UC Merced Campus	75	74
25-Jan-08	Fresno Counselor Visit	UC Merced Campus	14	12
14-Feb-08	Visitor's Center Opening	UC Merced Campus	open	open
29-Feb-08	Univ.-CC. Transfer Forum	UC Merced Campus	42	55
29-Feb-08	Guest Speaker		*	1
15-Mar-08	Chancellor's Reception	San Diego Four Points Sheraton	114	165
16-Mar-08	Chancellor's Reception	Ayers Hotel, Hawthorne	225	325
26-Mar-08	NACCS	UC Merced Campus	30	85
March 27-28, 2008	EOPS Leadership Overnight	UC Merced Campus	75	73
March 28-30, 2008	Migrant Academy	UC Merced Campus	110	80
April 18-19, 2008	Inside UC Merced	UC Merced Campus	30	35
5-Apr-08	Chancellor's Reception	Santa Clara Marriott, Santa Clara	411	535
11-Apr-08	UMOJA*		85	86
19-Apr-08	Regent Scholars Reception*	UC Merced Campus	7	12
	Bobcat Day Mtg	UC Merced Campus	29	29
19-Apr-08	Bobcat Day	UC Merced Campus	1233	2800
26-Apr-08	Experience UC Merced	UC Merced Campus	152	165
10-May-08	Transfer Day	UC Merced Campus	85	114
14-Sep-07	Counselor Conference '07	UC Merced Campus	*	*

Addendum 3: Communications Plan (please see attached PDF document)