

Department of Recruitment and Outreach Strategic Plan 2006-2010

VISION

We strive to be a leader among peer institutions by creating and implementing innovative and effective pre-admissions processes and programs that promote educational success. We endeavor to provide responsive, knowledgeable, and personalized attention to each person with whom we come into contact.

MISSION

Embracing the Hunter College commitment to the achievement of a pluralistic community which adheres to the highest academic standards, The Hunter College Department of Recruitment and Outreach, also known as the Welcome Center, is committed to recruiting students who have achieved academic excellence and who are culturally diverse. The Welcome Center fulfills its mission by partnering with NYC public and private high schools and community organizations, offering pre-admissions academic advising and hosting informational events that educate prospective students about Hunter College.

Our success depends upon the high quality and consistent outreach and counseling services we provide to our customer population which includes prospective and current Hunter students, their families, faculty, staff, College Now participants, community organizations, and the general public.

The staff of the Department of Recruiting and Outreach is dedicated to providing professional, friendly, responsive, knowledgeable and personalized services by phone or on site at the College's Welcome Center, through internet communication, and during off-site recruitment activities. Underlying all of the services that the Department of Recruitment and Outreach provides is the deep value our staff places on courtesy, accessibility and breadth of knowledge, as well as our dedication to ensuring that all of our customers receive caring and individualized attention leading to a successful and rewarding experience at Hunter.

STRATEGIC PLAN

To further this mission, the strategic plan sets out strategies in vital areas including:

- ❖ Creating a shared vision of what is possible and getting staff to internalize it;
- ❖ Providing ongoing professional development for staff so that they can perform their jobs effectively;
- ❖ Creating a plan, strategies, and implementing a process for recruitment efforts that are innovative, consistent, and measurable;
- ❖ Diversifying Hunter's student body in all of its divisions while elevating its academic excellence; and
- ❖ Creating and sustaining deep partnerships with educational institutions (public and private-parochial) and community-based organizations that prepare prospective students starting in 8th and 9th grades to attend competitive colleges and universities particularly classes offered within departments at Hunter College.

It is important that the department assess its divisions, utilize resources that are available (data, current partnerships, etc.); define its audience (what is the profile of the student that Hunter wants to recruit?); develop tools such as the internet to be used on a much larger scale; and provide staff with cutting edge training to do their jobs effectively.

Goal #1: Conduct an assessment and evaluation of the department and its divisions

Strategies:

Strategy 1: Create evaluation tools to assess current recruitment efforts

- Guidance Counselor Survey
- College Fair Survey
- Prospective Student Survey (including College Now)
- Survey departments who frequently interact with the recruitment staff
- Change prospective student surveys, information cards, etc to include questions which will help us assess yield on: print/media ads, open house, high school visits, fairs, etc.

Strategy 2: Utilize an electronic student management system

- Contact Hobson's EMS about pricing structures, available products, etc.
 - ❖ This product could provide us with ROI assessments which would allow us to assess the most effective deployment of resources
 - ❖ This would allow every student who visits our webpage to create a prospective profile which would allow us to evaluate our recruitment techniques
- Work with current ACCESS database to mine information about student responses
- Collaborate with UAPC to access information about Hunter College applicants not forwarded to Hunter College admissions (incomplete, ineligible, etc)

Strategy 3: Conduct regular employee feedback

- Meet with executive staff regularly to identify strengths and weaknesses and determine strategies to address these issues
- Utilize 360 degree evaluations
- Institutionalize formats for all employees to share criticism and ideas

Metrics for Success:

- Incorporate qualitative feedback while reconfiguring recruitment strategies and employee job descriptions
- Expand or Eliminate recruitment activities based on yield rates of various activities

Assistance Required:

- College will need to collaborate on purchase and implementation of Electronic Student Management System (i.e. Hobson's EMT)
- Partner with Institutional Research to create effective surveys and means of managing response data
- Participation of other divisions in providing constructive feedback

Goal #2: Create and implement professional development for staff

Strategies:

Strategy 1: Host ½ day training sessions for student ambassadors twice per year

- Utilize student ambassador (SA) leaders to identify areas of weakness
- Evaluate tours throughout semester and address issues at training
- Involve outside specialists to assist with public speaking and networking skills
- Send SAs to experience and evaluate professional tours

Strategy 2: Organize regular "training" meetings for Welcome Center staff to reinforce and introduce important information

- Collaborate with administrative and academic departments to determine important issues and design training sessions
- Poll staff about areas in which they feel they need to receive additional training
- Utilize information from Executive Staff Meetings about departments strengths and weaknesses to select training topics
- Brainstorm in some sessions

Strategy 3: Create official training process for new employees

- Each division of the Department of Recruitment and Outreach (Reception, Pre-Admissions Counseling, Student Ambassadors, and Collaborative Programs) should submit their own portion of the information
- Create a training manual for employees to reference
- Design mentors program for new employees

Metrics for Success:

- Improved qualitative feedback from our customers and other Hunter departments in surveys
- Self and management evaluations that reflect employees have improved knowledge of Hunter College processes and programs

Assistance Required:

- College will need to provide funding to pay specialist to conduct some training sessions
- Partner with Institutional Research to create effective surveys and means of managing response data
- Participation of other divisions in providing training to the employees of the Welcome Center

Goal #3: Continually define the department's audience (Who are we recruiting?)

Strategies:

Strategy 1: Gather and analyze information from recruitment and admissions data on incoming classes

- Utilize Electronic Student Management System (i.e. Hobson's EMS) to track students who are inquires and become matriculating students
- Counselor Surveys or feedback should help us assess which students we are attracting and which we are missing
- Work with institutional research to evaluate high schools and geographic areas that provide a pipeline of students
- Use current student focus groups

Strategy 2: Define our primary and secondary audiences.

- Qualify student groups based on factors such as: interest in attending Hunter, PSAT scores, likelihood of attending
 - ❖ This can be accomplished most effectively by using a tele-qualification service (i.e. RuffaloCODY) which will take our inquiries and translate them into qualified student groups
- Assign recruitment staff to "client" schools or organizations to build better relationships and collect more accurate data on their students' academic and extracurricular profile and students' interest in Hunter College

Metrics for Success:

- Ability to identify our students as coming from "priority" or "secondary" establishments
- Poll schools/ community organizations about success of "client" set-up and confirm continued or increased enrollments from those institutions
- Utilizing defined audience to increase pipelines of students from various organizations
 - ❖ Assess data from EMS and/or institutional research to determine our ROI at these institutions; it should be high

Assistance Required:

- Assistance from institutional research mining SIMS to determine the schools from which we consistently draw the most students, the best qualified students, etc.

- Funding to utilize an outside qualification firm

Goal 4: Create an effective, efficient, and sustainable recruitment plan which meets the Department of Recruitment and Outreach mission of enrolling a diverse, academically excellent student population

Strategies:

Strategy 1: Host recruiting events which highlight various Hunter College Programs and attract diverse, high performing students

- Work with specialized academic programs such as Hunter College Honors College, Hunter College Teacher Academy, etc to create smaller events for guidance counselors or principals to learn about the programs
- Utilize student qualifications to identify students with interest in special programs to events highlighting these areas including: Open House, TA seminar, HC admitted student reception, PSAT invited tours, etc
- Reach out to academic programs or Schools to host workshops or mini lectures to introduce students and parents to the fields of study
- Host “learning to navigate the application process” workshops at key public and parochial schools and community organizations to help students apply to Teachers Academy, Honors College, and Hunter College
- Invite specific admitted students to participate in “Hawk’s Eye View”, a day visit to Hunter’s campus to meet students and visit a class, etc.
- Reorganize tours to highlight more Hunter College Programs
 - ❖ Work with academic and administrative departments to include their personnel and more specific information in tours
 - ❖ Invite students involved in various activities or with specific qualifications to specialized tours which will appeal to their interests or needs
 - ❖ Create a tour webpage where students can learn about tours and reserve a tour date: this will allow us to properly staff all tours and allow us to tailor tours based on information about the population of prospective students attending the tour

Strategy 2: Develop “client” relationships with feeder schools and community organizations

- Reorganize recruitment staff to regularly communicate with and service a group of our feeder schools and community organizations to allow us to learn more about the students from those institutions and to ensure that they are familiar with the programs and offerings at Hunter College
- Whenever possible, have the “account manager” attend college fairs, etc at their client organizations
- Ask counselors and administrators from these programs to provide us feedback on how to better serve their population
- Provide special counseling or events as requested at these organizations
- Particularly focus on improve relationships with parochial and all-male schools (were we have traditionally had lower enrollments) and community organizations
 - ❖ See 2006-2007 recruitment plan for examples

Strategy 3: Create a communication plan to encourage student interest and increase the attendance of admitted students

- Work with Dean of Student Access and Associate Provost to improve web publications for various major departments to improve student interest in and knowledge of programs and to ensure that all Frequently Asked questions are addressed
- Invent communication plan (in collaboration with other administrative departments) for prospective, admitted, and enrolled students to reduce confusion and repetitive messages from reaching students

- ❖ Create letters, emails, and mailings to students for instance: open house invitation, invitation to pre-admission counseling session, information on application deadlines, updates regarding application status, exciting Hunter news related to the students' interests, information on special events such as financial aid workshops and Homecoming, orientation invitations, etc.
- ❖ An electronic student management system (such as Hobson's EMS) can automatically send these mailings, emails, etc at designated times to any student who is part of our database
- Utilize student ambassadors to call students, meet students at events, or attend recruitment fairs etc. to share their "testimonials" with prospective students

Strategy 4: Increase customer service to all students and time spent focusing on high interest/ high yield students by utilizing technology

- Use a system like "intelligent response" or IM counselor to address minor inquiries immediately
- Improve FAQ and departmental information on the web so students can easily access information
- Add the Hunter College recruitment video to the webpage
- Create a virtual Hunter College tour and post on the website
- All students to personalize "My Hunter" web pages so they are quickly notified about subjects which interest them
- ❖ Can be accomplished using Hobson's EMS

Strategy 5: Build partnerships between Hunter College and College Now high schools

- Develop strong relationships with College Now schools to serve as feeder schools.
- Develop strong relationships with guidance counselors at high schools.
- Host special events for this population to inform them about special programs, scholarships, etc
- Use the College Now alumni students now matriculating at Hunter College and College Now student ambassadors to discuss the advantages of studying at Hunter College

Strategy 6: Create a special pilot program to recruit underrepresented students for the Honors College

- Partner with college preparatory programs and organizations such as A Better Chance and Prep-for-Prep.
- Recruit a diverse faculty to sit on the Honors College Admissions Committee.
- Target high schools that produce "gifted" students of color and create special outreach strategies.

Metric:

- Assess data on the number of tour/special event attendees who then attend another Hunter College recruitment event or visit a pre-admissions counselor and finally the yield of matriculating students
- Use enrollment data and school/community organization survey responses to evaluate "client" relationship
- ROI reports to evaluate success of events and relationships
- Use enrollment data/yield and student surveys to evaluate communication plan and technology advances
- Evaluate the percentage of College Now students matriculating at Hunter College
- Evaluate improvement in diversity in the Honors College based on enrollment and applicant data

Assistance Required:

- Evaluate improvement in diversity in the Honors College based on enrollment and applicant data
- Funding from college for additional events, electronic student management system, and virtual counselor
- Cooperation with IT, public relations, and academic departments to make necessary web page changes
- Cooperation with administrative and academic departments to create a comprehensive and streamlined communication plan

- Cooperation with academic programs and departments to create appropriate events and activities to showcase their departments

2006 – 2007 Recruitment Plan

Schedule individual visits with 80% of Hunter College's priority schools

After conducting an analysis of the Fall 2004 and 2005 freshman acceptance list, we have identified 91 out of approximately 260 schools as priority schools. Our focus is to reach these schools via individual visits and participating in their college fairs. We want to strengthen the existing relationship and continue to educate them on what Hunter College can offer their students.

A Phillip Randolph	Manhattan	Health Professions	Manhattan
American Studies	Manhattan	Hillcrest	Queens
Aquinas	Bronx	Holy Cross	Queens
Archbishop Malloy	Queens	Human Rights	Brooklyn
Art & Design	Manhattan	Hunter HS	Manhattan
Baruch	Manhattan	Jamaica High	Queens
Bayside	Queens	James Madison	Brooklyn
Beacon	Manhattan	JFK	Bronx
Bergtraum	Manhattan	John Adams	Queens
Bishop Ford	Brooklyn	John Bowne	Queens
Bishop Kearney	Brooklyn	LaGuardia	Manhattan
Bronx Science	Bronx	Lehman	Bronx
Brooklyn Studio	Brooklyn	Lincoln	Brooklyn
Brooklyn Tech	Brooklyn	Long Island City	Queens
Cardinal Hayes	Bronx	Lower East Side	Manhattan
Cardinal Spellman	Bronx	Magen Davis	Brooklyn
Cardozo	Queens	Manhattan Hunter	Manhattan
Cathedral	Manhattan	Mary Louis	Queens
Christ the King	Queens	Midwood	Brooklyn
Clara Barton	Brooklyn	Murrow	Brooklyn
Cleveland	Queens	New Dorp	Staten Island
Clinton	Bronx	New Utrech	Brooklyn
Columbus	Bronx	Newcomers	Queens
CSD	Staten Island	Newtown	Queens
Curtis	Staten Island	Norman Thomas	Manhattan
Dewey	Brooklyn	Notre Dame	Manhattan
Economics	Manhattan	Port Richmond	Staten Island
Edison	Queens	Richmond Hills	Queens
Environment	Manhattan	Saint Savior	Brooklyn
Farrell	Staten Island	Seward Park	Manhattan
Fashion	Manhattan	Sheepshead Bay	Brooklyn
FDR	Brooklyn	St. Francis	Queens
Flushing	Queens	St. Joesph	Brooklyn
Forest Hills	Queens	St. John Vianney	Long Island
Fort Hamilton	Brooklyn	St. John's Prep	Queens
Francis Lewis	Queens	St. Raymonds	Bronx
Franklin	Brooklyn	St. Vincent	Manhattan
Fredrick Douglass	Manhattan	Staten Island Tech	Staten Island
Great Neck	Long Island	Stuyesant	Manhattan

Susan Wagner	Staten Island	Van Buren	Queens
Telecommunications	Brooklyn	Washington	Manhattan
Tottenville	Staten Island	William C. Bryant	Queens
Townsend Harris	Queens	Xaverian	Brooklyn
Truman	Bronx	Xavier	Manhattan
Valley Stream	Long Island	Yeshiva of Flushing	Queens

Visit 7 All-Boy High Schools and recruit their students to apply to Hunter College to yield a 10% applicant increase

New York City contains 21 All-Boy high schools; 10 parochial, 2 public, and 6 private. Combined, the schools produce at least 4000 male high school graduates yearly.

*All Hallows – Bronx
***Mt. St. Michaels – Bronx**
***St. Raymond's – Bronx**
***Cardinal Hayes – Bronx**
Fordham Prep – Bronx
^Eagle Academy – Bronx
^Urban Assembly – Bronx
Iona Prep – New Rochelle
Salesian – New Rochelle

*Stepinac – White Plains
La Salle – Manhattan
Regis – Manhattan
Rice – Manhattan
Xavier – Manhattan
***St. Agnes – Manhattan**
Boys Choir of Harlem
 *Msgr. Farrell – S.I.
 *St. Peter's – S.I.

***Holy Cross – Queens**
 *Cathedral Prep – Queens
 * = Parochial
 ^ = Public
Italics = Private
Bold = Visited

It is our focus to reach out to these schools through individual visits and attend any college functions they will hold to generate interest in Hunter College.

Host a 'Hunter Day' during Winter Holiday Break

During the Winter Holiday break (December 26 – 30), Guidance Counselors from the top New York City public schools, New York City parochial schools, and the all boys High Schools previously mentioned, will be invited to Hunter College for 'Hunter Day', which will encompass a tour, informational sessions about Hunter College that will especially showcase the MBRS and MARC programs, the Honors College, Thomas Hunter Honors program, and Study Abroad. It is our goal to utilize this resource to motivate these talented students to apply to Hunter College.

Establish 5 relationships with community organizations/churches for Hunter College's and overall Hunter College admissions (bold = Programs Visited)

We have targeted organizations throughout New York City to use as recruitment tools. The targeted groups are:

Organizations

Aspira	Forest Hills Community House	I-Lead
New York Urban League	Teak Fellowship	SEO
Police Athletic League	Wadleigh Scholars	
Harlem Educational	100 Black Men of America	
Activities Fund	The Oliver Program	

Churches

St. Paul Community Baptist Church – Bklyn	Riverside Church – Manhattan
The Brooklyn Tabernacle – Bklyn	Abyssinian Baptist Church – Manhattan
Cornerstone Baptist Church – Bklyn	Cathedral of St. John the Divine – Manhattan
Bronx Baptist Church – Bronx	Allen AME – Queens
Bright Temple AME – Bronx	

First Presbyterian Church of Jamaica – Queens

Establish relationships with Westchester Community College and LaGuardia Community College to yield 15 applications from each college.

Westchester and LaGuardia Community Colleges were selected as schools that we would establish relationships with. We will schedule an appointment with the Transfer and Counseling Offices to discuss:

1. Admissions requirements
2. Upper Division Programs and their requirements
3. Scholarships
4. MARC/MBRS
5. COR
6. Honor Societies within academic departments, i.e. Psi Chi - Psychology major
7. BA/MA Fact Sheet
8. Athletes' information sheet
9. Tuition
10. Pre-Med/Pre-Law

Each semester we will visit the schools at least three times with the emphasis of pushing the students to submit their applications for the upcoming deadlines. For Westchester, we will allow the students to submit their applications directly to a Welcome Center counselor during the on-campus visit.

Goals	Objectives	Due Date	Staff Accountability
Schedule Visits with 80% of Hunter College's Priority Schools.	<ol style="list-style-type: none"> 1. Schedule Individual Visits with Guidance Counselors and interested students 2. Participate in their College Fair 	May 2007	Recruitment Staff
Visit 7 All-Male HS and recruit their students to apply to Hunter College to yield a 10% male applicant increase.	<ol style="list-style-type: none"> 1. Schedule Individual Visits with Guidance Counselors and interested students 2. Participate in their College Fair 3. Hunter Day 	April 2007	AG, Recruitment Staff
Establish 5 relationships with community organizations/churches for Honor's College and overall Hunter College admissions	Meet with targeted groups listed in the Recruitment plan.	May 2007	AG, Recruitment Staff
Establish a relationship with Westchester and LaGuardia Community Colleges.	<ol style="list-style-type: none"> 1. Meet with Transfer and Counseling office. 2. Set-up appointment to meet with interested students about Hunter College. 	March 2007	BA, Recruitment Staff