Section 1: Executive Summary

- **Distinctive mission or purpose statement of the office or general description:**
  Mission Statement – The Office of Undergraduate Admissions is the central administrative office for marketing, recruiting, admitting, and enrolling new undergraduate students. To accomplish its tasks the Office of Admissions utilizes the latest recruitment technologies and best practices. The office strives to enroll diverse classes of students who can be successful at Loyola and who, upon graduation, will have benefited from and will promulgate the mission of the university.

The Office of Admissions directly responds to the mission of the university by recruiting and enrolling undergraduate students of diverse backgrounds. The admissions office is integral to the promotion of the university’s commitment to Jesuit Catholic values and a well-rounded liberal arts education.

- **Executive summary of activities and highlights for the academic year:**
  During the 2014-2015 academic year, under the direction of both the Vice President for Enrollment Management and the Director of Admissions, The Office of Undergraduate Admissions focused its core work on:
  - increasing Loyola’s brand awareness
  - the continued stabilization and growth of first-time undergraduate enrollment
  - the development and implementation of new efforts in transfer recruitment
  - the implementation of a new CRM, Slate by Technolutions
  - positioning the unit’s work to align with the University’s strategic plan

  The Office of Admissions engaged in the implementation of a series of initiatives designed to increase the frequency and effectiveness of targeted communications to prospective students, to stabilize and enhance merit scholarship programs, to maximize campus visit opportunities, and to increase operational efficiency by implementing a cutting-edge CRM system. The unit was able to exceed its goal of recruiting and enrolling 640 first-time, full-time students. 661 first-time, full-time students were enrolled. We also enrolled 116 transfer/re-admit students. Of this total, 22 were re-admit students.

  The Office of Admissions began the work of rebuilding its team in 2014-2015. The Interim Vice President of Enrollment Management was permanently appointed to the position in August 2014 and new Directors of Admission and Admissions Operations/Technology were hired and began work in October 2015. Although additional staff attrition continued with the departure of one of the Senior Associate Directors and a Senior Admissions Counselor in October 2015, as well as the Associate Director of Marketing in March 2015, new hires were secured and on-boarded. While the Senior Associate Director was not replaced, a new Senior Admissions Counselor was added to the team in late October 2015. A new Associate Director of Admissions Marketing and Communication was added to the team in July of 2015, along with two new admissions counselors. At the writing of this report, the Admissions team is operating at an 85% staffing level. At the writing of this report, we have received approval to hire two Associate Directors (one on the recruitment team and one on the Operations team). Even with this support from the university, our office is significantly understaffed in the areas of transfer and international recruitment.
Section 2: Unit Profile Summary

- Explain Anomalies in the Headcount if any:
  Effective July 2015, The Office of Undergraduate Admissions consisted of two directors, one senior associate director, two associate directors, three assistant directors, two senior admissions counselors, four admissions counselors, a communications specialist, and a front office receptionist.

  Among the staff members previously mentioned, the Senior Associate Director is also the western regional representative. One of the Associate Directors serves as the coordinator for Honors, Outreach, and College Counselor Programming. The other Associate Director serves as the Admissions Marketing and Communications Specialist. The Assistant Directors specialize in transfers and adult admissions, visitor services, as well as operational and technology support. The two Senior Admissions Counselors specialize in international recruitment and alumni/volunteer programs. The four admissions counselors specialize in College of Music and Fine Arts Recruitment, Athletics, and marketing support. Additionally, several temporary staff were used in support of the Operations team.

- Section 2 Data Report Data Source 2.1 Staff Headcount HRS:
  During the 2014-2015 year, the Office of Admissions was made up of 16 to 17 full-time staff positions with 2 full-time staff positions vacant. There were 5 student workers, (# how many?) work study students, and 4 temporary staff.

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<tr>
<td>20</td>
<td>Student Workers</td>
<td>Admissions</td>
<td>Student Tele-Counselors</td>
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</table>
Section 3: Goals for Current Academic Year

- **General description of strategic planning:**
  The Office of Admissions is charged with recruiting and enrolling academically prepared, diverse first-year, transfer and re-admit students. Our work with enrollment management partners has prompted alignment with the university strategic planning efforts by promoting Loyola’s “high quality, experiential, and values based education” in conjunction with marketing Loyola’s Jesuit Catholic mission, while framing the career and service discovery process for prospective students and infusing the unique culture of New Orleans into all marketing efforts. With the acquisition of senior Admissions personnel, the team will develop a new strategic recruitment plan, which will go into effect in Summer 2015. You can find a DRAFT version of said plan on the Admissions intranet and linked here through this report. The intranet will always maintain the most current and updated version of the plan. [DRAFT - Strategic Plan for Enrollment Management's Office of Admissions - Last Updated 6.29.15.pdf](#)

Over the course of the 2013-2014 year, the admissions team was focused on crisis management resulting from the enrollment downturn, loss of data as a result of CRM crash and the fallout resulting from loss of staff (institutional memory, morale and unit cohesion). In 2014-2015, the unit began implementation of a new CRM, Slate, beginning concentrated efforts to ensure that enrollment data is clean, trackable, and consistently available to constituents across campus, particularly those comprising the Enrollment Management Steering Committee. With the onboarding of new senior staff, the unit increased transparency
in the admissions and application process, improving the overall communication process and development of new policies intended to streamline and modernize the operational work of the Admissions Office. In October of 2014, the results of continued investigation into the integrity of enrollment data led to the discovery of systemic data corruption. This resulted from the misrepresentation of data pertaining to the coding of application statuses on subsets of records prior to August 2014 and failure to accurately and consistently track data anomalies which resulted from the CRM crash in December 2013/January 2014. This data corruption resulted in an inability to provide comparative point-in-time historical data for use in application analysis throughout the 2015 cycle. It was determined that historically, the unit was counting soft applications (incomplete and un-submitted) as “complete and actionable” applications. This resulted in an artificial inflation of application numbers which would could not be resolved until official census. The unit made the decision to terminate the Royall contract in Summer 2014. It is important to note that the unit fully expected to fall short of previous submitted application goals because of the termination of this relationship. The inability to manage the Royall soft applications in addition to the data corruption is believed to have been significant contributing factors for the low yield occurring from 2012-2014.

As a result of the new senior admissions leadership and the continuing implementation of Slate, the unit re-configured application statuses in an effort to stabilize and provide consistency. Additionally, the unit re-developed all processes and polices related to the coding of application statuses. As a result of these combined efforts, enrollment data beginning with the Fall 2015 cohort, is clean, accurate, and transparent.

In October 2014, in consultation with university faculty and staff, Academic Affairs elected to eliminate the Summer Bridge Program. Therefore, admission into this program as well as admission into the Fall/Spring Enrichment Program (which was eliminated by Academic Affairs at the same time as the summer bridge elimination) was no longer an option. Data provided by Institutional Research confirmed what had long been known, Summer Bridge was not a successful program. Data proved that students enrolled in Summer Bridge were no more successful than those enrolled directly into the Fall cohort. Additionally, anecdotally, the program often acted as a deterrent rather than an attractor because of the associated tuition costs. The admissions criteria for Summer Bridge were not always evident or transparent and students often would forgo attending Loyola all together rather than enroll in the program. It was decided that the students for which the Summer Bridge Program was intended, had a better chance of success by enrolling with the Fall cohort and receiving some kind of special academic support over the course of their first year at Loyola. Additionally, Fall/Spring enrichment was not a cohesive or complete program. While students in Fall Enrichment were required to attend a “Protocols of Learning” class, Spring Enrichment didn’t really exist. There was no special or unique academic support mechanisms for these students during the second term, nor was attendance ever monitored beyond the initial fall class. A reframing of the intention behind Summer Bridge and Fall/Spring enrichment was needed.

The Magis Program and provisional admission were developed, in conjunction with several university faculty and staff, to fulfill this need. Admissions criteria was established as follows: “provisional admission will be granted to students whose academic profile does not necessarily meet general admissions standards but whose potential for academic success is evident through another selection factor. e.g. standardized test scores, outstanding personal achievement, etc.” Standardized test sub-scores in Math and Reading were set at a threshold of 490 SAT or 18 and lower ACT. However, it quickly became evident in the admissions process that students who displayed a particular weakness in one skill but not both skills would still need the support of the Magis program. Metrics that were not as easily identified as test scores led to this decision. Issues evident through the admissions essay, concerns cited in letters of recommendation, a lack of rigor in high school coursework, as well as other red flags (such as…. Do we need to cite a few examples of ‘red flags’?) led to the decision to admit these “single weakness” students into the Magis program.
Admitting these students who did not fall into both remedial English and remedial Math as well as admitting those students that had a “double weakness” proved convoluted for the advising and scheduling process. This was complicated by a lack of communication from Academic Affairs to all faculty involved in the advising process. Additionally, the admissions staff found compelling rationale to traditionally admit students who would then fall into “remedial” classes when assessed by the faculty. I believe this is due to Loyola’s pre-established “thresholds” for remedial English and Math (English is a 21 ACT sub-score in reading while Math is an 18 ACT sub-score).

Further complicating this new process is the fact that there is no “Director” of the Magis program nor is there clear ownership once the students are enrolled. At the writing of this report, approximately 40 Magis students are enrolled in the Fall 15 cohort. In the immediacy, the Magis program needs revision, clear leadership in the form of a learning specialist program director and additional administrative support. Some students are being brought in as “undecided” majors whereas others are allowed to declare their academic intention leading to confusion and concern from the undeclared students that they are falling behind. Both remedial Math and English courses are needed for some students but others require only one of the two courses yet would still benefit from the additional support. Additionally, there is little co-curricular academic enrichment established. As we move into 2015-2016, the goal for the continued development of this admissions process and program will be set and achieved. Admissions will always have a need and desire to admit students to a well-articulated, designed and implemented “safety-net” program. Absent the university’s commitment to this, admissions cannot develop a sound and equitable process for these critically needed students.

In October-December of 2014, the senior admissions team, in consultation with the VP of Enrollment and the Director of Financial Aid as well as Loyola’s financial aid consultants, Scannell & Kurz, made the decision to end the recalculation of high school grade point averages as part of the application evaluation process. Upon analysis of the process of recalculation, it was found to be consistently capricious and entirely dependent on the individual evaluator’s personal assessment of “core” academic classes versus “elective” coursework. An analysis of “raw” versus “re-calculated” GPAs was completed by consultants and found to have less than a .05 GPA variation between the two data sets. This variation was found to have no significant impact on admissions decisions or scholarship levels. Thus, the recalculation effort, which was exceedingly labor intensive, was ended for the fall 2015 first-time first-year application pool. Moving forward, the recalculation effort with transfer students will also come to an end with the spring 2016 application pool.

Loyola University hired a new VP for University marketing in July 2015. This move is designed to allow the University Marketing office to become an independent unit, separate from the Office of Advancement (under which the marketing unit was previously assigned). The Office of Admissions will collaborate closely with the new VP and marketing team to ensure continuity of current brand positioning. The office fully anticipates that over the course of 2015-2016, our partnership with University Marketing will enable us to build a deeper and more intricate communication plan.

Application summary as of the writing of this report:
- Yield has increased from 15.02% to 20.6% with pre-melt gross yield coming in at 21.81%.
- Summer melt remained incredibly low at 5.6% due in large part to continued yield efforts occurring through the summer of 2015.
- While Fall 2015 submitted applications fell only 1.67% from Fall 2014 (from 4491 in F14 to 4416 in F15) the number of admits compared to the census data is down 20.3% (from 4053 in F14 to 3228 in F15) however the admit rate remained essentially the same 90%. Our completion rate in Fall 2015 was 81% (3576 applications were considered actionable and able to be reviewed). The completion rate for Fall 2014 is unknown. Fall 2014 submitted applications are 4491 and the number of admits is 4053 and
they admitted 90% of the class then their completion rate would have had to be over 100% or they assumed everything that was “submitted” was also “completed.”

- Therefore, the discrepancy in the comparative analysis can be attributed to the corruption occurring in data sets prior to Fall 2015.
- From here forward, the unit intends to use Fall 2015 as a “baseline” for all future comparative data analysis.

**Top strategic goals for 2014-2015 and completion timeline:**

1. Fulfill the process of reorganizing staff in order to establish distinct recruitment and operations teams by December 2014.
2. Develop a strong branding message in conjunction with marketing consultants. Leverage message in all communication efforts.
3. Continue to grow and expand campus visits, implement a redesign of Fall Open House and President’s Open House by their respective event dates.
4. Restructure the ambassador program (tour guides) and design customized visit experiences engaging faculty and staff by summer 2015.
5. Purchase and implement SLATE, new CRM (Content Relationship Manager) by fall 2014.
6. Begin the process of becoming a “green” operation by becoming a “paper-less” operation by summer 2014.
7. Implement highly segmented communication flow model following the implementation of SLATE. The key to effective communication flow is delivering the right message in a timely manner to the appropriate prospects, admits, and their parents. Consideration must always be given to how the message will be delivered and what will accompany any correspondence, both print and electronic. A separate communication flow track for secondary schools and counselors is also in development. The objective is to build the communication flow model no later than August 1, 2015.
8. Streamline admissions enrollment deposit processes, allowing for greater efficiency, user effectiveness, accountability and transparency.
9. Develop an organized, trackable and fiscally sound operating budget. Use greater segmentation of expenditures than FRS allows.
10. Develop a tactical recruitment plan that aligns with the overall university strategic plan.

**Narrative on associated strategies/initiatives to reach goal for 2014-2015:**

1. The unit solicited and hired a Director of Admissions and Director of Operations and Technology in October 2014. Internal restructuring of positions in an effort to stabilize recruitment and operations teams followed the Directors arrival. Throughout the remainder of 2014 and through July 2015 the following changes were made to positions. Resignations, new hires, positions redesigns and backfilling of positions are noted where applicable.
   - Senior Associate Director, Kate Gerbode-Grant, resigned in October 2014 shortly before the new Director of Admissions began. Due to the late nature of the resignation, we opted to fill the position with a Senior Admissions Counselor. Courtney Grooms was hired in late October 2014.
   - Associate Director of Admissions Caitlin Brewster resigned in March 2015. This position was redesigned, responsibilities realigned and centralized to encompass all of admissions marketing and communication efforts. Associate Director of Admissions Marketing and Communication, Emily Bomersback, was hired in July 2015.
   - In an effort to expand recruitment efforts, two new admissions counselors were forecast to be hired by July 2015. Sarah Stricker was brought on board in July 2015. At the writing of this report, Veronica Aviles, has just assumed the second open admissions counselor position.
- Emma Sloan, processor, was appointed as the communications specialist in March 2015 to replace Jorge Nunez who resigned in September 2014. Temporary staff were brought into shore up data processing.
- In an effort to support senior level Directors and shore up staffing levels, at the writing of this report, two additional Associate Directors, one for recruitment and application review, the other for operations and technology, have been approved and open positions are posted.

A large part of Goal #1 has been completed. Vacancies remain within the operations team, at the writing of this report, a processor line remains open and should be filled in 2015-2016. The two approved Associate Director positions are posted for hire. Going forward in 2015-2016, the unit will need a data analyst and proposals have gone forward to the senior administration for expansion of transfer and international recruitment. As of this writing, the university has not given approval for those expansions. At the writing of this report, the Long-term Financial Equilibrium Presidential Advisory Group, has given the Office of Admissions a designation of “invest” however we have not received information related to what form this investment will take.

2. The unit implemented work done in conjunction with marketing consultant, The Lawlor Group. Further developing the marketing platform and brand position. In late Spring/Summer 2014 – the messaging “The Education you want, The Skills you need, in a Place Like No Other” was introduced and implemented campus wide through various channels and mediums. The unit leveraged this branding message in a newly created Jesuit Values brochure, comprehensive view book, a postcard series designed to push applications and visit, a values brochure as well as marketing pieces specific to HUNS and CMFA (Creative Professions brochure).

3. Based on recommendations from Scannell & Kurz, the unit discontinued the visit credit program effective summer/fall 2014. The unit saw an increase in the number of students visiting campus from total of 2,327 to 2,598. Our campus visit program continues to grow each year and we have plans to continue this development in 2015-2016. Fall Open House was redesigned in November 2014. 176 students and 310 guests attended for a total of 486 people at the event. 80.6% of those that attended submitted an application for admission and 43% ultimately enrolled. President’s Open House was redesigned in March 2015. Attendance was 303 students and 355 guests for a total of 658 people at the event. 72.2% of those that attended ultimately enrolled.

4. Restructuring of the ambassador program was completed in August 2015. The unit offered customized visit experiences beginning in Fall 2015 with Magis Days. Increased visit opportunities were introduced in January 2015 with the addition of Saturday tours and flexible late afternoon tours in peak decision season. The unit’s visitor services area will continue to evolve throughout 2015-2016 with an overall goal of customizing and personalizing the campus visit experience.

5. Secured, purchased, and implemented Slate, a new CRM (Customer Relationship Manager). All admissions counselors, assistant directors, and associate directors were trained and the unit also created a new Enrollment Figures Dashboard report based on Slate data which was distributed bi-weekly to the senior Enrollment Management Steering Committee.

6. In 2014-2015, with the implementation of Slate, the application evaluation process was able to be completed entirely without paper files.

7. Due to staffing changes, a comprehensive communication plan was not developed in 2014-2015. However, overall, the unit significantly improved both internal and external messaging/communication in 2014-2015. This allowed for better brand positioning and increased audience segmentation. At the writing of this report, our new Associate Director of Admissions Marketing and Communication in the process of developing a comprehensive communication plan. Additionally, one of the primary goals for 2015-2016 is to develop the school counselor module in Slate, allowing for a secondary counselor communication plan to be developed.
8. In an effort to streamline the enrollment deposit process, the unit developed a more comprehensive acceptance “wrapper” which detailed “next steps” in the admission process. The paper deposit form was eliminated and all communications pointed the accepted student toward depositing online. More robust online instructions were also added to the university’s online payment system. As a result of these efforts an estimated 90% of students made their enrollment deposit online. It is important to note that we recognize the severe limitations of the university’s current online system and have had to compromise on the quality of the end-user experience (specifically eliminating portions of the deposit instructions in order to fit into system’s capability). It is the unit’s intention to attempt to streamline and make the process student–friendly by investigating the possibility of leveraging Slate in order to accept enrollment deposits online via that more customizable portal thus bypassing the University’s antiquated and insufficient online portal.

9. Due to the lack of a Director of Admissions until October 2014, and the subsequent onboarding of the Directors throughout the Spring of 2015, the operating budget was managed by the Office of Enrollment Management in 2014-2015. At the writing of this report, the operating budget for 2015-2016 has been established and the Director of Admission in conjunction with the VP of Enrollment will establish a transparent, organized and trackable budget.

10. The unit’s enrollment management consultant, Terry Cowdrey, in conjunction with the VP for Enrollment, Roberta Kaskel, developed a preliminary tactical recruitment plan in spring 2015. At the writing of this report, a thorough analysis and the establishment of an accompanying action plan is being finalized. A draft of the working document is attached to this report.

11. The Office of Admissions also accomplished ongoing goals as follows:
   a. Successfully met recruitment and enrollment goals.
   b. Increased first-year yield from 15.02% to 20.6%. Gross yield was 21.8% and melt was 5.6%.
   c. Increased first-year SOC from 40% to 53%.
   d. Increased first-year SAT average by 9 quality points (1140 to 1149).
   e. Lead the university efforts in revenue generation as it pertains to undergraduate NTRR.
   f. Marketed the learning- centered community by promoting Loyola’s brand.

- **Forward thinking and planning - top strategic goals for 2015-2016 and completion timeline:**
  1. Review and revise Admissions Policies, specifically those pertaining to transfers, readmits, early scholars, non-degree and reflective age.
  2. Review, finalize and make actionable the Office of Admissions tactical recruitment plan and align with the University Strategic Plan. Draft attached.
  3. Assume responsibility for the Office of Admissions operating budget, specifically develop ROI metrics for recruitment travel.
  4. Increase efforts to modernize and enhance the sophistication of the recruitment and application process by leveraging Slate’s capabilities.
  5. Continue efforts to go paperless by leveraging online decisions so as to eliminate the need to mail denial letters.
  6. Finalize communication plan and ensure that recruitment communication efforts are highly segmented. Communicate with prospective students purposefully and often.
  7. Increase ongoing training efforts for Admissions Counselors. Ensure they have proper equipment, professional development and the tools they need to increase sophistication within the recruitment process.
  8. Work with faculty leadership to re-establish an undergraduate admissions committee. Increase efforts to educate university personnel about the admissions process and decisions impacting enrollment.
  9. Work in tandem with enrollment consulting firm Ruffalo Noel Levitz (RNL) to develop and enhance search and targeting application generation efforts. Leverage data analysis to increase recruitment
efforts. Implement an on-campus RNL Call Center staffed by Loyola students. Leverage this staff to increase communication to students and families throughout the admissions process.

10. Continue to collaborate and work with the VP of University Marketing to leverage a Loyola’s brand that is fresh, contemporary, impactful, promoting the benefits of a liberal arts education and anchored in the Jesuit tradition. Ensure that all admissions marketing collateral and communications reflect these themes.

11. Design and implement a Louisiana recruitment initiative that will reach prospective students and college counselors in every major city throughout the state. Increase brand awareness throughout the region.

12. Review and enhance the provisional program to better serve the population of students needing additional support. Investigate developing the Magis program as a subset of the provisional program as opposed to the driving force.

13. Significantly improve the visit experience by refreshing and redesigning the physical visitor center space, designating and enforcing visitor parking close to the office, increasing the opportunities for prospects to interact with faculty and current students as well as infuse the Jesuit Catholic brand identity into the visitor experience.

Section 4: Budget for Current Academic Year

The Office of Enrollment Management oversaw the University’s Admissions budget during FY 2015. Although the Office of Enrollment Management and Admissions Budgets were still combined by Financial Affairs account numbers, Admissions began to take on the responsibility of managing their budget in late FY 2015.

- **Current Year (2014-2015) Office of Admissions Estimated & Actual Budget:**

  | (FY 2015) Office of Admissions Estimated Budget: | $3,053,324.00 |
  | Actual Budget - Total Spent: | $2,810,694.00 |
  | **Total Under/Over Budget Spending:** | **$242,630.00** |
  | Salaries: | $1,007,764.00 |
  | Pooled Expenses: | $1,760,636.00 |
  | Non-Pooled Expenses: | $42,294.00 |
  | Financial Aid Expenses: | $53,380,344.00 |

- **Previous Year (2014-2015) Office of Admissions Estimated & Actual Budget:-**
  - NOTE: THIS CHART CONTAINS DIFFERENT INFORMATION THAN WHAT’S POSTED ON THE 2013- 2014 REPORT. THE ESTIMATED BUDGET IS DIFFERENT)

  | (FY 2014) Office of Admissions Estimated Budget: | $2,302,527.00 |
  | Actual Budget - Total Spent: | $2,916,096.00 |
  | **Total Under/Over Budget Spending:** | **-$613,569.00** |
  | Salaries: | $1,107,853.00 |
  | Pooled Expenses: | $276,781.00 |
  | Non-Pooled Expenses: | $1,531,462.00 |
  | Financial Aid Expenses: | $52,407,957.00 |
The Office of Enrollment Management oversaw the Admissions budget in FY 2014. The EM and Admissions budgets were combined as the previous VPEM had operated. The above chart shows a significant over-expenditure of funds. This was approved, in advance, by University senior leadership and due to the following:

- Office funded a University-wide Brand & Identity Study
- Funding of expenses associated with the work performed by both The Lawlor Group and Scannell & Kurz
- An investment in new print materials and expanded use of print material to reach prospective students

**Section 5: Assessment Reports**


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<tr>
<th>Outcomes/Goals</th>
<th>Assessment Method</th>
<th>Finding</th>
<th>Action Plan/Uses</th>
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<td>1. Personnel Development &amp; Training</td>
<td>Implemented weekly staff meetings and implemented bi-annual staff retreat to review strategic plan and departmental goals.</td>
<td>A Director of Admissions and Director of Operations and Technology were hired in October 2014. Internal restructuring of positions in an effort to stabilize recruitment and operations teams followed the Directors arrival. Throughout the remainder of 2014 and through July 2015 additional staffing changes took place.</td>
<td>Established distinct recruitment and operations units to allow for greater efficiencies and to turn recruiter time to yield activities. Increased resources for marketing and acquisition of more senior admissions talent to join the team.</td>
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<tr>
<td>2. Service Enhancement</td>
<td>Implemented training program for ambassador program by utilizing Welcome to College campus visit consulting. Captured visit data more comprehensively and accurately; better segmented and responded to visitor needs.</td>
<td>The unit saw an increase in the number of students visiting campus from total of 2,327 to 2,598. Fall Open House: 80.6% of those that attended submitted an application for admission and 43% ultimately enrolled President’s Open House 72.2% of those that attended ultimately enrolled</td>
<td>The unit offered customized visit experiences beginning in Fall 2015 with Magis Days. Increased visit opportunities were introduced in January 2015 with the addition of Saturday tours and flexible late afternoon tours in peak decision season.</td>
</tr>
<tr>
<td>3. New Process Implementation</td>
<td>Secured, purchased, and implemented Slate, a new CRM.</td>
<td>Successfully implemented and began application processing, review and data analysis.</td>
<td>All admissions counselors, assistant directors, and associate directors were trained and the unit also created a new Enrollment Figures Dashboard report based on Slate data which was bi-weekly distributed to the senior Enrollment Management Steering Committee.</td>
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4. **Process Revision**  
Implement highly segmented communication flow model after implementation of SLATE.  
Due to staffing changes, a comprehensive communication plan was not developed in 2014-2015. However, overall, the unit significantly improved both internal and external messaging/communication in 2014-2015. At the writing of this report, our new Associate Director of Admissions Marketing and Communication in the process of developing a comprehensive communication plan.

5. **Re-prioritization of Strategies**  
Developed a preliminary tactical recruitment plan in spring 2015. See narrative  
At the writing of this report, a thorough analysis and the establishment of an accompanying action plan is being finalized. A draft of the working document is attached to this report.

6. **Budget Adjustment**  
Due to the lack of a Director of Admissions until October 2014, and the subsequent onboarding of the Directors throughout the Spring of 2015, the operating budget was managed by the Office of Enrollment Management in 2014-2015. See narrative  
At the writing of this report, the operating budget for 2015-2016 has been established and the Director of Admission in conjunction with the VP of Enrollment will establish a transparent, organized and trackable budget.

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**Section 6: Summary of Achievements**

- **Achievements:**

  1. Met and exceeded first-year, first-time undergraduate enrollment goals.
  2. Successfully completed the implementation of enrollment and marketing recommendations made by consultants from previous year.
  3. Further improved undergraduate enrollment reporting for University administration. Developed bi-weekly enrollment dashboards which were distributed university-wide leading to a greater sense of transparency and understanding of the admissions process.
  4. Aligned marketing message and university brand.
  5. Implemented and trained all staff on new CRM platform for admissions.
  6. Successfully leveraged new CRM to achieve a paper-less application evaluation process. Allowing counselors, especially remote staff, the ability to comprehensively review and make decisions on files quickly, easily and transparently.
  7. Successfully discontinued the significantly labor intensive process of recalculating high school GPAs.
  8. Redeveloped the Ignatian Scholarship identification and awarding process to enhance personalization and strength of candidates. Awarded 25 students and enrolled 14 Ignatian Scholars (13 for Fall 2015 and one deferred for Fall 2016).
  9. Successfully reframed the use of Jesuit Identity scholarships. These awards were used to supplement those students who were in the Ignatian Scholarship candidate pool but who did not receive the Ignatian award. The award threshold was set at $3,000.00.
  10. Successfully reframed the intentionality of the Social Justice Scholarship award. This program is now an application based program which allows students to describe their interest and desire to participate in the social justice cohort. The award threshold was set at $3,000.00
  11. Closely collaborated with University Athletics to ensure a successful recruiting season and robust incoming class of athletes.
  12. Closely collaborated with University Honors to streamline the admissions process resulting in an academically strong and diverse incoming cohort of 85 Honors students.
13. Successfully combined the admissions and CMFA application processes to produce a more transparent and student friendly acceptance and enrollment process.
14. Leveraged University faculty, staff and alumni in yield efforts. Approximately 1,366 phone calls were placed to admitted students over the course of the Spring semester.
15. Finalized 3 transfer articulation agreements (Delgado, Houston and Miami Dade)
16. Developed transfer roadmaps for students from articulation institutions.

- **Community Engagements:**
  1. Continued to serve as the host campus for the New-Orleans Area Annual Louisiana State Literary Rally Competition. This commitment will extend through 2016.
  2. Staff participated in locally held college nights.
  3. Staff participated in the Loyola Day of Service for Hurricane Katrina.
  4. Office served as host to various youth organizations campus visit days.

- **University Committee Service:**
  1. Associate Deans Council
  2. Standing Committee on Diversity
  3. Ad-hoc Enrollment Management Steering Committee
  4. College Restructuring committee
  5. First-Year Experience Committee

**Section 7: Supporting Documents**

- **Meeting Minutes:**
  Here is a link to the Office of Enrollment Management’s intranet site, where all meeting minutes are posted: [Office of Admissions Intranet - Meeting Minutes](#)

- **Assessment Documents, KPI Reports, and Supporting Documents:**
  You can find assessment documents, KPI reports, and other supporting documents posted on the Office of Enrollment Management’s Intranet. Below is a list of the documents and reports from the 2014-2015 Academic Year and a link to the site: [Assessment and Supporting Documents](#)

  1. The Lawlor Group – Creative Professions
  2. The Lawlor Group - View Book
  3. The Lawlor Group - Junior Search
  4. The Lawlor Group - Senior Search
  5. The Lawlor Group - Value Brochure
  6. DRAFT Strategic Plan
  7. Welcome to College Audit Report
  8. Cohort Traditional First-Time Freshman
  9. Cohort Traditional First-Time Freshman Graphs
  10. Transfer Enrollment & Student Profile
  11. Transfer Enrollment Graphs
  12. Total Enrollment by Level
  13. Total Enrollment Demographics

- **Department Generated Reports:**
  The Office uses various methods for collecting data for reports and the results of reports are used in various ways. Most reports of KPIs from the Office of Admissions are used in the Enrollment Management
Enrollment Figures Dashboard Reports. Here is a link to the site where you will find some of the 2014-2015 Enrollment Figures Dashboard Reports, which are posted on the Office of Enrollment Management’s Intranet: Enrollment Figures Dashboard Reports

- **Full Circle Planning, Assessment, Reflection & Action:**
  Assessment and accurate point-in-time reporting was challenging due to the significant data corruption experienced in 2013-2014. The unit redesigned the internal data architecture with the implementation of our new CRM, Slate, and our data capture and analysis is becoming more sophisticated. We use Slate in combination with our financial aid database, PowerFAIDS, and the University’s enterprise-wide system, SIS, to develop relevant reports, analyze metrics for key performance indicators and to develop data sets used for federally-mandated reports like IPEDS. We intend to use the data from Fall 2015 as a benchmark going forward. Going forward into 2015-2016, we intend to develop ROI for recruitment travel, study strategic market areas and drill down on their yield, develop metrics associated with the visit programs and establish benchmarks for individual feeder high schools. The stabilizing effect of new personnel, coupled with the implementation of cutting edge CRM technology, enhanced branding and messaging and a strong yield for the Fall 2015 first-year class has energized the Office of Admissions. Looking into 2015-2016, we anticipate increased brand awareness, a more refined messaging and communication process and another year of strong enrollment.