

University of Wisconsin-Green Bay

Institution-Wide Recruitment Plan

2016 – 2017

INTRODUCTION

UW-Green Bay continues to face the major challenge of increasing student enrollment. Substantial growth in the number of enrolled students is an important and essential component of providing a stable financial base for the University. Ultimately, as an institution we need to meet our institutional recruitment goals in order to facilitate innovation and creativity which will lead to a vibrant campus serving the educational needs of the region.

In all respects, the higher education recruitment environment has never been more competitive. Declining demographics and increasing competition have changed the landscape of recruitment in higher education. Enrollment Services staff working collaboratively with others throughout the institution are working aggressively to maintain and increase enrollments through efficient and creative recruitment activities. Techniques vary according to target populations and the structure of various campus programs. The purpose of this plan is to summarize the recruitment activities that will be undertaken in the 2016-2017 fiscal year to achieve established institutional goals beginning with the fall 2017 semester.

The following table provides projected and target University headcount enrollments for fall 2016 through fall 2019.

Target Headcount Fall Enrollments
Fall 2016 – Fall 2019

Student Category	Projected Headcount Fall 2016	Target Headcount Fall 2017	Target Headcount Fall 2018	Target Headcount Fall 2019
New Freshmen	875	1,043	1,200	1,270
New Transfer	700	830	930	1,140
Continuing/Reentry Undergraduate	3,910	4,050	4,200	4,485
Undergraduate Special	850	820	800	875
Masters, New	100	106	122	197
Masters, Continuing/Reentry	175	183	210	235
Graduate Specials	40	50	50	60
Totals	6,650	7,082	7,512	8,262

Note: With a minimum 10% growth in overall enrollment each year after fall 2018, UWGB would reach 10,000 students by fall 2021

RECRUITMENT ACTIVITIES DEGREE SEEKING STUDENTS - UNDERGRADUATE

Overall Strategy for Enrollment Growth

1. Continue to expand efforts to recruit transfer students.
 - Fully implement the Rising Phoenix Program
 - Assess CRM usability and provide solutions
 - Develop additional out-of-state transfer agreements
 - Promote winter and summer terms to targeted audiences
 - Extend invitations to transfer students for all recruitment related on campus events
2. Refocus efforts to recruit new freshmen living in the region with a special emphasis on underrepresented minority students.
 - Offer workshops on how students can afford to go to college
 - Establish and build relationships with local high schools, community organizations and parents to recruit more students
 - Develop and pilot an Alumni Engagement project
3. Develop a targeted, out-of-state (US resident) recruitment campaign designed to capitalize on the new out-of-state tuition remission policy.
 - Search/name purchase
 - Develop additional out-of-state transfer agreements
 - Promote the nonresident tuition remission program
 - Conduct a review of scholarship funds available for students that could be used in student recruitment
4. Place a renewed emphasis on international student recruitment by identifying specific regions of the world to recruit from and establish specific recruitment goals.
 - Promote the nonresident tuition remission program
 - Develop strong agency relationships
 - Implement a strong communication strategy to students and agents
 - Partner with a lead generation service
 - Strategic communication execution
 - Explore more transfer agreements
 - Targeted outreach to local high schools that have high numbers of international students

5. Develop and refine recruitment efforts that emphasize six “signature undergraduate programs.”
 - Psychology, Social Work, Business/Accounting, Human Biology, Environmental Sciences, and the Arts (Art, Music and Theatre) have been identified as the six signature programs for 2016-2017
 - Develop an assessment plan to measure the effectiveness of this effort

6. Develop focused, College-based recruitment initiatives to promote programs that will contribute to the institution’s overall recruitment efforts.
 - Identify specific programs that will be the focus of special recruitment efforts
 - Establish recruitment goals for each program
 - Develop recruitment strategies that will be led by the College
 - Implementation of these College-based plans will be coordinated with the institution-wide recruitment plan.

Focused Recruitment Activities

Undergraduate Recruitment Initiatives Target Enrollment Increases by Initiative Fall 2016 to Fall 2017

Initiative	Additional New Freshmen	Additional Transfer Students
Tuition Remission/Midwest Compact	20	5
Tuition Remission/U.S. Nonresident	20	5
Tuition Remission/International Students	20	5
Rising Phoenix Program	0	30
Conditional Admission Program (GPS Expansion)	100	0
Signature Major Programs of Study		
• Arts (Art, Music, Theatre Majors)	??	??
• Business Administration	22	5
• Environmental Science	??	??
• Human Biology	??	??
• Psychology	??	??
• Social Work	n/a	35

1. Non-Resident Tuition Remission Program (Phoenix Scholar Award Program)

The Phoenix Scholar Awards provide a discounted tuition rate to non-resident undergraduate students who meet the academic criteria described below. This program is not “financial aid” nor is it a “scholarship” in the traditional sense. Instead, it is a program that lowers the nonresident tuition rate for qualifying undergraduate students.

There are two levels of remission (Gold and Silver) available to non-resident students based on their academic performance, as measured by the ACT/SAT and grade point average. Both new freshmen and transfer students are eligible for awards.

2. Rising Phoenix Program

The Rising Phoenix Program is a provisional admission program that allows selected students who are interested in completing a bachelor’s degree to complete their first two years of college at one of the participating UW Colleges before transferring to UW-Green Bay. The Program is open to students who either do not immediately qualify for admission to UW-Green Bay or choose to complete their first two years of college at one of the participating UW Colleges before transferring to UW-Green Bay.

Students who choose to participate in the Rising Phoenix Program, meet the stipulated requirements, and submit the required materials qualify for full admission to UW-Green Bay and are eligible to enroll in classes with junior standing.

3. Conditional Admission Program (GPS Expansion)

The GPS Program (Gateways to Phoenix Success) is currently being used as the primary support structure for all provisionally admitted first year students. GPS places students in a year-long, enrichment-focused learning community that builds academic skills and self-efficacy and links students with mentors and advisors who closely monitor student progress and provide individualized support to maximize student success and retention. 7 Sections of GPS will run for 2016-17, and approximately 85 of the 175 students will be provisional admits. For the 2017-18 cohort, GPS could be expanded by up to 4 additional sections if the necessary resources are made available to run these sections. This expansion will be supported by the development of the Director of Student Access and Academic Engagement position, to begin August 2016 and reporting to the Associate Provost.

4. Highlighting Signature Programs

During the 2016-2017 recruitment year, six major areas of study - Psychology, Human Biology, Environmental Science, Business/Accounting, Social Work, and the Arts (Music, Art, Theatre) - will be highlighted through enhanced marketing efforts to target audiences of traditional freshmen and transfers. These programs are in demand by students and incorporate high impact experiences and excellent program faculty and facilities. A strong communication plan that includes multiple media channels (social media, digital advertising, paper, email, school visits and campus visits) will be developed for each major. In addition,

both video and enhanced websites will be produced to advertise to prospective students and collect new leads.

New Freshmen Recruitment Efforts

Our goal is to recruit a fall 2017 freshman class of 1043 students which represents an increase of approximately 168 students over the projected fall 2016 enrollment. This goal includes recruiting a mix of resident and nonresident students including an increased focus on local high school and international students. Specific recruitment initiatives Include:

Wisconsin Residents

- Increasing the size of the GPS Program and offering more students provisional admission to the University.
- Promoting funding from a local donor that will allow ACT score report fees to be covered for students who find this to be a barrier.
- Using time sensitive digital advertising to promote campus visits, special events and applications.
- Developing video assets to be used on the UWGB website, and with our digital advertising campaigns
- Campus visit initiatives to include: Major-specific preview days/open houses and targeted marketing for designated majors (social work, business/accounting, environmental sciences, psychology, human biology); Campus Preview Days; daily campus visits; group on-campus visits (by request); on-campus shadow experiences for admitted students
- Face-to-face relationship building opportunities such as high school visits and college fairs.
- An extensive array of integrated communications to include: postal and e-mail communications customized to stage in the recruitment funnel and student characteristics; print publication development and distribution; telephone campaigns customized to stage in funnel; a systematic and robust social media presence
- “Lead generation” relationships with three vendors (Cappex, Zinch, and Carnegie) to expand lead pool
- Targeted programming for Wisconsin multicultural students (Celebrating Success, Opportunity Knocks, college fairs and high school visits, telephone campaigns, name purchases and follow up
- Engagement of faculty to facilitate follow up with students interested in their disciplines
- Leveraging scholarships through early awarding of a designated number of scholarships
- Improving our approach and targeted follow up with incoming phone, email, campus visitors and delivered leads.

Local Area Students with an Emphasis on Underrepresented Minorities

- Develop a comprehensive “Phoning Strategy” for undergraduate recruitment
- Explore feasibility of using texting as a tool for recruitment
- Increase our video library for recruitment
- Conduct a targeted outreach campaign to new inquiries with information about desired majors
- Targeted high school outreach/relationship building/adopt-a-school pilot
- Offer “Affording College” workshops
- Promote individual financial aid/affording college meetings via phone or in-person
- Offer students admission into the GPS Program (provisional admissions)
- Free application fee for local applicants (made possible by donors) will be expanded to encompass 14 local Phoenix high schools
- Dedicated bi-lingual recruiter to serve Spanish-speaking populations, through specialized programming, communications and service.
- Targeted name purchases from ACT
- “My Education My Way” presentations to regional high schools
- “Get it Done” days at local high schools
- Admissions staff dedicated to each local high school
- Participate in local high schools’ scholarship award programs and enlist support for staffing these programs from other campus entities
- Have current minority students or recent grads directly assist in the recruitment process. For example, accompany professional recruiters on high school visits or speak in high schools.
- Create a new tag line that emphasizes the great college and campus experience that is available in their own back yard.
- Coordinated follow up and campus visits for CCIHS students
- Turbocharged High School to Higher Education Program - a collaboration between Green Bay Area Public Schools (GBAPS), Northeast Wisconsin Technical College (NWTC) and University of Wisconsin Green Bay (UWGB) aimed at enhancing PK-16 education in the Green Bay area to ensure career, college and community readiness for ALL high school students. (cut and paste formatting is weird.)

U.S. Nonresident

- Dedicated recruiter to visit high schools, attend college fairs
- Provide intensive personalized follow up for out-of-state students
- Targeted name purchases from ACT for Illinois and Michigan students
- Specialized communications to prospective students in MSEP states promoting the cost advantages of UW-Green Bay.
- Provide transportation via bus to a campus preview day event
- Offer one Saturday visit every month for campus visitors

International

- Two recruitment trips to Asia (fall and spring)
- Two international social media interns to produce content in native languages
- Initiate and nurture relationships with international recruitment agents; provide regular newsletter communications with signed agents
- Research potential new markets; attend ICEF to establish new agencies when potential new markets are identified
- Intensive personalized follow up with prospective international students
- Solicit current students to write letters in their native language that can be provided to prospective students.
- Recruit local international high school students by visiting their school
- Host an International Open House in the fall
- Purchase student names from online search companies, Keystone and Admissions Table, and then provide comprehensive follow up with those leads

Transfer Student Recruitment Efforts

Our goal is to recruit a transfer class of at least 830 students into our campus-based and online programs. This would represent an increase of approximately 130 students over the projected fall 2016 class. We are confident that if we continue to ramp up recruitment efforts that focus on the transfer student population that we will actually exceed this goal.

Initiatives planned to achieve this goal include:

- Having a member of the Admissions staff dedicated to transfer admissions
- Two advisor/recruiters housed in the Academic Advising Office but also playing a direct, active role in the recruitment of transfer students
- Regularly scheduled UW-Green Bay advisor office hours at “high-transfer” institutions
- Provide unofficial credit evaluations and degree audits for prospective transfer students
- Implement a comprehensive communication sequence for transfer students in all stages of the recruitment funnel
- Increase the number of students entering the enrollment funnel through lead generation services and name purchases
- Targeted use of digital advertising to attract transfer inquiries (use transfer-campus-specific IP targeting).
- Establish new transfer agreements/partnerships and grow existing partnership/agreement recruiting opportunities
- “Ted Talk” receptions/events at UW-Colleges that include college students and regional alumni

International Transfer Students

We are establishing a modest target of 25% (3) additional international transfer students but anticipate that we will be able to capitalize on the newly established nonresident tuition remission program. In addition, we will continue to develop and solidify relationship with foreign contacts that are likely to produce even more students in years to come. Initiatives planned include:

- Two recruitment trips to Asia (fall and spring)
- International social media interns to produce content in native languages
- Initiate and nurture relationships with international recruitment agents; provide regular newsletter communications with signed agents
- Intensive personalized follow up with prospective international students
- Recruit local international college students by visiting their campus
- Host an International Open House in the fall

Recruitment Efforts Led by the Colleges

Target Increases of Enrolled Students by Initiative Fall 2016 to Fall 2017

College-Based Program Initiatives	New Freshmen	Transfer Students
Austin E. Cofrin School of Business <ul style="list-style-type: none">• Accounting• Bachelor of Business Administration (Online)• Supply Chain Management (BBA Major Emphasis)	7 0 15	0 5 0
College of Arts, Humanities and Social Sciences <ul style="list-style-type: none">a. Art Therapy (Art Major Emphasis)b. Data Science (Information Science Major Emphasis)c. Digital Humanities and Public History (HUS Major Emphasis)d. Game Studies (Information Science Major Emphasis)e. Health Communication (Communication Major Emphasis)f. Human Development (Online)g. Integrated Leadership Studies (BA, BAS, Online)h. Psychology (Online)	?? ?? ?? ?? ?? ?? ?? ??	?? ?? ?? ?? ?? ?? ?? ??
College of Health, Education and Social Welfare <ul style="list-style-type: none">• BS Nursing 1-2-1• BS Nursing (Online Programs)• Health Information Management Technology (Online)• Social Work (BSW)	24 n/a n/a n/a	n/a (stable) (stable) 35
College of Science and Technology <ul style="list-style-type: none">• Engineering Technology	??	??

Austin E. Cofrin School of Business

1. Bachelor of Business Administration (BBA) Online Format

At this point, without knowing what resources we would have to accommodate growth in the online path to the BBA, we would discourage initiatives to increase its growth. While the online sections of the courses needed to complete the Business Administration major with a General Business Emphasis are not completely filled with students from the online format, we have to rely on Associate Lecturers to offer our full Schedule of Classes each semester. This situation would be exacerbated by significant growth in this program without additional faculty.

2. Two additional programs that will be the focus of special recruitment efforts during the 2016-2017 recruitment cycle include the new major area of emphasis in Supply Chain Management and Accounting.

The fall 2017 recruitment goals for these programs are Supply Chain Management – 15 students; and Accounting - 7 students.

Recruitment strategies that will be implemented by the Cofrin School of Business to meet the established recruitment goals include:

- a. Speakers Bureau – faculty speaking in high school classes; connect with Chamber of Commerce K-12 Data Base of speakers, see if there is an alternative class at GB East and West that we could speak in if they don't have business classes
 - b. Invite high school Future Business Leaders of America (FBLA) officers to Cofrin School of Business student org events.
 - c. Participate in recruiting events at UW Colleges and Tech colleges
 - d. Prepare promotional video and material for Supply Chain emphasis
 - e. Complete or implement work already done by Lucy Arendt on transfer credits from Tech schools and UW Colleges
 - f. Hold Cofrin School of Business Open House in fall and spring
 - g. Work with new dean to plan for non-traditional delivery times on a rotational schedule.
3. The College needs help in reaching out to area high schools. Based on the Chancellor's comments about UWGB having a relatively low enrollment rate among students in the county in which it is located, we would like to coordinate programs with Admissions targeted at getting area high school students to attend UWGB. We also think such programs with high schools in surrounding counties (e.g., Manitowoc, Kewaunee, Door) would be a good idea. We will have the open house such as we are having this spring and we are having faculty members speak to students in area high school business clubs and classes, but we need to reach larger audiences.
4. The College believes that, based on the potential for enrollment among transfer students, it may be worthwhile to hold programs at the technical colleges and two-year campuses (Fox Valley, NWTC, UW-Manitowoc, UW-Marinette) in which Business and other units could participate. These could include panel presentations and resource tables. Perhaps area high school students could also be invited.

College of Arts, Humanities and Social Sciences

1. Integrative Leadership Studies (Bachelor of Arts/Bachelor of Applied Studies)

The following ILS recruitment goals have been established for the 2016-2017 recruitment year:

- a. A ??% increase (??? to ???) in the number of students eligible to enroll in the program.
- b. A ??% increase (??? to ???) in the number of completed applications to the program.
- c. A ??% increase (??? to ???) in the number of students enrolled in the program
- d. The target enrollment in the BA/BAS programs for the 20176-2018 academic year is a ??% increase over the 2016-2017 academic year levels or approximately ??? students.

Recruitment strategies that will be implemented by the CAHSS to meet the established recruitment goals include:

- a. Maintaining active partnerships with technical colleges specific to the BAS including: (1) continuing brand awareness at each school by having table visits at each location; (2) distribution of print materials at partnership sites; (3) focusing recruitment efforts at our satellite locations in Appleton, Milwaukee, and Wausau; particularly at Milwaukee and Wausau where our dual-role advisors are located; (4) developing new and maintaining existing partnerships with out-of-state partners (e.g. Gogebic and City Colleges of Chicago – potential)
- b. Sending out a mass email to over 300,000 prospective BA students. We purchased a list of names from Gannett that was pre-qualified to only include WI area adults with some college credits but no degree earned.
- c. Continuing to use Talisma CRM as the primary recruitment tool for immediate and personalized communication to prospects and managing recruitment campaigns.
- d. Offering online information sessions once each month allows for a more personalized experience for prospective students. During the online information session, prospective students learn about the degrees offered through the Adult Degree Program, tuition, application process, and more. Each session is interactive and allows prospective students to ask questions and comment.
- e. Implementing the Adult Degree Program Marketing Plan that includes print materials, billboards, radio ads with student testimonials, and a Lambeau Field concourse sign advertising our Packer Partnership.
- f. Launching a “Live Chat” option on the Adult Degree Program website
- g. Continuation of Technical College Visits and transfer fairs with the addition of a recently signed articulation agreement with Western Tech(monthly visits)
- h. Now reaching out to TC satellite campuses (NWTC Sturgeon Bay and NWTC Marinette)
- i. Transfer Fairs
- j. Community events (Business Expo and Chamber events)

2. Bachelor of Science in Psychology and Bachelor of Science in Human Development

[Insert statement here regarding the recruitment goals for these programs.]

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Marketing of these programs through an upcoming website update and campaigning to past prospects (looking to target those who have previously expressed interest in these programs online).
 - b. Double Major option - Our advisors are working on putting together transfer worksheets that will demonstrate that those who are interested in double majoring may do so with very little added credits. (Specifically valuable for the BAS ILS degree option due to the 60 credit block of transfer credits.)
3. Other focused recruitment efforts based on new programs being developed include: [Please include only those programs below that will be approved and ready to accept students by fall 2017. Then, for each of the new programs we need a statement regarding the recruitment goals for each program and the recruitment strategies that will be implemented by the College to meet the established recruitment goals.]
- a. Art Therapy (Art Major Emphasis)
 - b. Data Science (Information Science Major Emphasis)
 - c. Digital Humanities and Public History (HUS Major Emphasis)
 - d. Game Studies (Information Science Major Emphasis)
 - e. Health Communication (Communication Major Emphasis)

College of Health, Education and Social Welfare

The College of Health, Education and Social Welfare has established the following recruitment goals for 2016-2017:

1. Nurse 1-2-1 Bachelor of Science in Nursing (Four year nursing program with year 1 and 4 at UWGB; Year 2 & 3 at NWTC)

This is a new cohort program that will enroll 24 students each year beginning in fall 2016. It is anticipated that each cohort will be at maximum capacity each year. Consequently, there will be a total of 96 students enrolled in this program in fall 2019.

Recruitment strategies that will be implemented by the CHESW to meet the established recruitment goals include:

- a. Focus recruitment on high school students
- b. Coordinate efforts with Enrollment Services
- c. Development online program intention form

- d. Add program & description to the nursing website

2. Bachelor of Science in Nursing (BSN) – Online Programs

The Bachelor of Science in Nursing Program (BSN) includes two on-line tracks BSN@Home and BSN-LINC. National initiatives are pushing associate degree nurses (ADN) to return to school for BSN completion. However, there has been a dramatic increase in the number of BSN Completion programs over the past 5 years.

BSN@Home is an online RN to BSN Program for Registered Nurses who are Wisconsin residents. The program uses the combined resources of bachelor's degree nursing programs at UW-Green Bay, UW-Eau Claire, UW-Madison, UW-Milwaukee, UW-Oshkosh and UW-Stevens Point. UW-Green Bay enrollment in this program is projected to be 242 students in 2016-2017 which represents a stable enrollment from 240 students in 2015-2016. Projected enrollment for 2017-2018 is 242 students.

BSN-LINC is an online RN to BSN Program for Registered Nurses who reside outside of Wisconsin. Most students enrolled in this program reside in the states of Illinois, Minnesota, Michigan, and Connecticut. Enrollment in this program is projected to be 77 students in 2016-2017 which represents a slight decrease from 90 students in 2015-2016. Projected enrollment for 2017-2018 is 77 students.

Combined enrollment of online undergraduate nursing programs (BSN@Home and BSN-LINC) likely will be stable going forward. As of fall 2015, the online Bachelor of Science in Nursing (BSN) programs had 401 declared Nursing majors enrolled. Combined enrollment in these two programs is projected to decrease slightly to 390 students in 2016-2017.

Recruitment strategies that will be implemented by the CHESW to meet the established recruitment goals include:

- a. Website to provide information to potential students
- b. Advising of prospective students and unofficial transcript reviews if requested
- c. Digital marketing – targeted e-mails with program URLs at certain intervals to RNs in specific geographic areas (i.e., Connecticut, area of Washington state, Salem OR, Forest Lake IL, Cape Cod MA, Minneapolis/St. Paul)
- d. E-mail campaigns to employers of BSN-LINC students nationally
- e. Follow-up schedule of communications to students that inquire about BSN
- f. Follow-up with applications started but not completed
- g. Ads in select state nursing association publications
- h. Attendance at select student education fairs
- i. Additional attention in Michigan
 - New advising/partnership table with Gogebic Community College
 - New relationships with ADN programs in lower Michigan

1. Health Information Management Technology (HIMT) – Online Program

The HIMT program is a collaborative, online bachelor's degree program. Partner institutions include UW-Parkside, UW-La Crosse and UW-Stevens Point. UW Extension (CEOEL), the fifth partner in the collaborative, offers student recruitment and enrollment services, and other student support services for the program.

Students selecting UW-Green Bay as their "home" institution for the HIMT collaborative program is projected to be 150 in 2016-2017 which represents an increase from 117 students in 2015-2016. The cap established for HIMT students at UW-Green Bay is 150 given the current resource allocation to our campus from the collaborative program financial model. Projected UW-Green Bay enrollment in the HIMT program for 2017-2018 is 150 students.

Recruitment strategies that will be implemented by the CHESW to meet the established recruitment goals include:

- a. Website to provide information to potential students
- b. Advising of prospective students and unofficial transcript reviews if requested
- c. Digital marketing – targeted e-mails with program URLs at certain intervals to individuals interested in education and technology in specific geographic areas (i.e., Green Bay, Appleton, Minneapolis/St. Paul) funded by UW-Extension
- d. Attendance at select student education fairs
- e. Development of partnership tables with Technical College HIM programs.

College of Science and Technology

1. Engineering Technology

The Engineering Technology program includes degrees in Electrical, Mechanical and Environmental Engineering Technology. The 2016-17 academic year will be the second year for the program, which now includes three tenure-track faculty that started in the fall of 2015 and two additional tenure-track faculty that will be starting in the fall of 2016. The number of majors has increase from 31 in F15 to 56 for F16 (not including new freshman registration and summer transfers). The majors are currently very balanced between the three programs, so a general recruiting approach will be utilized, as opposed to focus on only one specific area where there would be capacity.

- a. Increase presence at the technical colleges to increase transfer students
 - Meeting already held with UW-Fox Valley
 - Completion of additional articulation agreements with technical colleges including Western Wisconsin Technical College

- b. Additional of two new faculty members (Mechanical and Electrical) will increase the capacity of the program for recruiting, site visits, etc.
- c. Create stronger partnerships with local business/industry to increase the number of internships and capstone projects that can be used in marketing
- d. Work with Advancement to increase the number of scholarships (particularly first year scholarships)

2. Other Recruitment Activities Being Pursued by the College

- a. Pursue NSF grants and other funding to provide scholarships for first/second year students in Engineering Technology program.
- b. Develop a new major in a water science area that would focus on local and regional issues of interest, as well as faculty expertise in teaching and research.
- c. Emphasize undergraduate research opportunities available in the sciences
- d. Focus on historical roots of UWGB in the areas of environmental science, while expanding to include sustainability through EMBI and associated internship.
- e. Increase emphasis on the physical sciences in conjunction with engineering technology programs.
- f. New website to promote the College of Science and Technology: Featured Faculty; Featured Students; Focus on Research and Scholarship; and Community Partnerships

DEGREE-SEEKING STUDENTS - GRADUATE

Graduate Program Recruitment Initiatives Target Increases of Enrolled Students by Initiative Fall 2016 to Fall 2017

Initiative	New Students
• MS Applied Leadership for Teaching and Learning	??
• MS Data Science (Online)	??
• MS Environmental Science and Policy	??
• MSN Leadership and Management in Health Systems (Online)	??
• Master of Social Work	??
• MS Sustainable Management (Online)	??

Master of Science in Applied Leadership for Teaching and Learning

Enrollment in this program is projected to be ?? students in 2016-2017 which represents a ???? from ?? students in 2014-2015. The ?? students above includes ?? students who will enroll in

the program through a special initiative with the Plymouth, Wisconsin School District starting in the fall 2016 semester. Total projected enrollment going into the 2017-2018 academic year is projected to be ?? students.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Focus on targeted partnerships with Wisconsin school districts. The Plymouth model has been very successful.
- b. This graduate program has increased enrollments because the Green Bay School District reinstituted a pay lane for teachers with a Master's degree. This pay lane existed in Green Bay for many years prior to Act 10. It has now been restored and as a result more teachers are enrolling in graduate programs
- c. Use "word-of-mouth" - talking to schools, people, etc. about the program
- d. Hold individual meetings/consultations with students, as requested
- e. Utilize graduate Program website to provide program information to potential students
- f. Challenge: The Education Department does not currently have enough faculty/staff to adequately serve the number of student who apply each semester.

Master of Science in Data Science

The online Master of Science in Data Science is a collaborative effort of six University of Wisconsin System campuses: UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Oshkosh, UW-Steven Point, UW-Superior. Enrollment in the Data Science program is projected to be ?? students in 2016-2017 and an additional ?? students in 2017-18. These numbers represent enrollments across the 6 institutions. The number of students identifying UW-Green Bay as its "home" institution was ?? in fall 2015 and is anticipated to be ?? in fall 2016.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. UWEX is marketing the program primarily through digital marketing, using Search Engine Marketing, Social Media, Digital Displays, and Email blasts among others. The marketing campaign of this program has created several UWEX records already in terms of lead generation and applications submitted in a single month.
- b. UWGB receives a \$7,000 marketing budget from UWEX for the entire year. That amount is to be spent on highly-targeted, localized promotional initiatives that do not overlap or interfere with Extension's statewide efforts. Planned, local marketing efforts include: a press-release, three-stage email blast, social, media campaign, advertising in local business publications, and development of a program brochure.

Master of Science in Environmental Science & Policy

Enrollment in the Environmental Science and Policy program is projected to be ?? students in 2016-2017 which represents a slight increase from ?? students in 2015-2016. Total enrollment projected for the 2017-2018 academic year is ?? students.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Advertising the research and accomplishments of our faculty via short YouTube videos, better faculty webpages, etc.
- b. Increase international partnerships, national marketing, direct contact with those schools currently providing the majority of our students.
- c. Develop a marketing campaign with the undergraduate majors to market sciences (& policy) as a bundled strength at UW-Green Bay
- d. Increasing TAs and prestigious University Funded RAs for top student recruits.
- e. Develop a weekend science “preview” with graduate and undergraduate symposia, field trips to our natural areas, etc.
- f. Increase Midwest and national marketing; significant opportunity for growing the non-thesis option and increasing the overall quality of the applicant pool for the thesis track. The opportunity is ripe with the addition of our non-resident remission awards.

Master of Science in Management

No recruitment efforts are warranted as the program will be discontinued in the next 2-3 years. Focus on recent graduates working in the area and junior/senior students nearing completion of our UWGB undergraduate programs. Marketing niche based on distinction that MBAs are for those with 2-3 years of work experience, while the MS in management is for recent grads who do not yet have work experience. Also look to partner with specific organizations (not sure if possible, but it would be great if we could offer a discounted tuition rate if classes were moved to offsite locations.

Master of Science in Nursing Leadership and Management in Health Systems

Enrollment in the Nursing Leadership and Management in Health Systems program is projected to be ?? students in 2016-2017 which is up 30% from 2015-2016 enrollment of ???. Total enrollment projected for the 2017-2018 academic year is 40 students.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Implement new prospect follow-up process using CRM software. Process includes four scheduled emails with progressive information for first three months following initial inquiry date by each prospect. The process also includes three emails to prospects who inquired within previous 18 months sent early September, October and November for Spring recruiting and early April, May and June for Fall recruitment.

- b. At the end of each semester, new UW-Green Bay BSN graduates will receive an email congratulating them on reaching BSN and recruiting them for MSN.
- c. BSN program alumni will receive a recruitment message with annual Alumni Newsletter.
- d. Partner relationships with health care systems will be explored using employer contacts from MSN graduates and students.
- e. Partner relationships will be recruited with hospitals/health care systems/employers of nurses in California, Connecticut, Iowa, Illinois, Massachusetts, Michigan and Minnesota in addition to Wisconsin. (The identified states are states from which we have good BSN student recruitment.)
- f. Continue electronic and hard copy of ads placed in nursing publications in 32 states with web based publications available across the United States.
- g. Develop website to provide information to potential students and advising of prospective students
- h. Develop a digital marketing campaign – targeted e-mails with program URLs at certain intervals to BSN-prepared RNs in specific geographic areas (i.e., areas of Forest Lake IL, Minneapolis/St. Paul, and UP of Michigan)
- i. CRM campaigns to inquiries over the past 12 months
- j. E-mail campaign to Directors of Nursing/Chief Nursing Officers at healthcare institutions
- k. Ads in state nursing association publications
- l. Attendance at select student education fairs

Master of Social Work

Enrollment in the Social Work program is projected to be ?? students in 2016-2017 which represents a significant increase from ?? students in 2015-2016. Total enrollment projected for the 2017-2018 academic year is ?? students.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Conduct on-campus information sessions weekly in October, November, and December
- b. Conduct information session to UWGB BSW students in October
- c. Develop communications (visit and/or materials) with Wisconsin BSW programs
- d. Provide representation at UWGB Graduate School Fair
- e. Individual meetings/consultations with students, as requested
- f. Update website to make it more informative and appealing
- g. Statewide marketing; application pool is currently strong, but we could benefit from a larger applicant pool seeking full-time student status. We also want to be sure to keep our name prominently in the public eye, we are at or near the top now and need to maintain this reputation.

Master of Science in Sustainable Management

The online Master of Science in Sustainable Management is a collaborative effort of five University of Wisconsin System campuses: UW-Green Bay, UW-Oshkosh, UW-Parkside, UW-Stout, and UW-Superior. Enrollment in the Sustainable Management program is projected to be 45 students in 2016-2017 which is an increase of 8 students compared to 2015-2016. Total enrollment projected for the 2017-2018 academic year is 50 students.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. UW-Extension marketing efforts include national marketing for the program which is accomplished through a highly sophisticated digital campaign. Follow up with prospective students is handled by CEOEL staff until they select a “home” campus and enroll in coursework.
- b. The SMGT has a local annual marketing budget of \$7,000. These funds are used for direct mailings to alumni in appropriate disciplines, print ads in publications such as the NEW North Mid-Year Report.
- c. Continue to use the same marketing approach (coordinated by Eric Craver), as enrollments continue to increase for this program
 - UWGB accounts for 40% of the total program enrollment from the five campuses
 - Leverage new UW Extension website for this program
 - Highlight recent graduates and capstone projects
 - Target recent graduates in appropriate majors (Business, Environmental Science, Environmental Policy, etc.), with directly mailings being done in the past.

New Graduate Program Development/Recruitment Efforts

[Please include only those programs below that will be approved and ready to accept students by fall 2017. Then, for each of the new programs we need a statement regarding the recruitment goals for each program and the recruitment strategies that will be implemented by the College to meet the established recruitment goals.]

- a. Master of Science in Health and Wellness Management (MSHWM) – online collaborative program with 4 other UW campuses. Implementation planned for 2016 through Nursing Unit; Major marketing through UW-Extension with funds to UW-Green Bay for local marketing.
- b. MFA in Writing [College of AHSS - Launch Date?]
- c. Higher Education [College of AHSS - Launch Date?]
- d. Public Administration [College of AHSS - Launch Date?]
- e. Counseling [College of AHSS - Launch Date?]
- f. Student Affairs [College of AHSS - Launch Date?]
- g. Translation Studies [College of AHSS - Launch Date?]

NON-DEGREE STUDENTS - UNDERGRADUATE

College Credit in High School (CCIHS)

New HLC requirements pose an additional obstacle in the development of new partnerships for the College Credit in High School Program (CCIHS). Together with campus leadership, we are working to determine how these requirements will impact our current course offerings as well as developing new criteria for new instructor approvals. Until these new policies are determined, the growth of the program will be minimal.

(Clif Ganyard) I came up with an idea that might help us continue CCIHS/ We can request an Extension on the Dual Credit Faculty Qualifications requirement, up to five years. I will submit that request. During that time, we could offer the teachers that currently teach for us in CCIHS the opportunity to take graduate courses – ideally for free – at UWGB, thus helping them meet the requirement by the extended deadline. I mentioned it to the Chancellor, and he liked it very much. I have a meeting with Christina and Meagan on May 10 or 11 to discuss it further. If we can keep it going – and possibly expand it – it might be a good recruiting platform. Here are the things I think we need to figure out:

- a. What courses can we offer? I recommend starting with science courses since ES&P is already up and running. We can work to develop appropriate grad courses in other areas. DJS is already moving in this direction.
- b. How will we deliver the courses? Local instructors can come to campus, but most of the instructors are not local, so we would need to develop several distance delivery courses.
- c. How do we pay for it?

The 2016-17 school year goal is 800 student enrollments earning 2,400 credits. Specific initiative to achieve this goal include:

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Work with campus leadership to determine strategies to help our current instructors become qualified under the updated HLC policies.
- b. Maintain current course offerings for the 2016-2017 school year.

Off-Campus Specials (Educators)

Under current educator licensing, teachers do not need to earn university credits for their license renewal. However, there continues to be credit needs from educators who were grandfathered in under previous educator licensing standards. These educators can use undergraduate level courses for license renewal. There also continues to be a limited number of teachers who enroll in graduate level courses to use towards a master's degree.

Our goal for the 2016-2017 recruitment year is 80 student enrollments in off-campus undergraduate course offerings.

Recruitment strategies that will be implemented by the College to meet the established recruitment goals include:

- a. Identifying and establishing new partnerships while maintaining existing partnerships with area schools who are seeking undergraduate level course opportunities for their staff for professional growth.
- b. Develop new customized course in response to expressed professional development needs of area PK-12 school districts.

International Students - Exchange Visitor Programs (J-1 Visa Holders)

The goals for J-1 visa holders are 25 enrollments for fall 2016 and 7 enrollments for spring 2017. Specific initiatives to achieve these goals include:

- a. IREX UGRAD – Pakistan Application
- b. IREX UGRAD Application
- c. Muskie Application
- d. Kosovo Undergraduate Exchange Application
- e. Tunisia UGRAD Application

International Students - Intensive English Program

Goals for the Intensive English Program are 10 students for summer 2016, 10 students for fall 2016, and 10 students for spring 2017. Specific initiatives to achieve these goals include:

- a. Material Update – Website, Brochure, Translations
- b. Cultivate Current Agency Contacts and Develop New Partnerships
- c. Pursue Tokyo Metropolitan Government Opportunities
- d. Pursue Proyecta 100K
- e. Pursue Gulf State Scholarship Programs/Possibly visit consulates in Washington D.C.
- f. Local High School Contacts
- g. Attend ICEF Fair in Miami

Undergraduate Special Students

- a. NAS - Development of a certificate program in Industrial Hygiene
- b. Biodiversity Center - Online certificate program focus on training Citizen Scientists
- c. Effort to generate funding to continue the Fox River Watershed Monitoring Project

Graduate Special Students

Any initiatives?

STUDENT SUPPORT AND RETENTION ACTIVITIES

- A. **Campus Advising:** work with deans to implement a “multiversity” campus advising model that centralizes advising staff through a network of skilled advisors that provide measurable, quality academic advising throughout the four colleges.
1. **Process:** Provide advising “liaisons” to each college to assist with transfer, international, at-risk, online and new freshmen advising. Professional advisors will report to the Director of Academic Advising but work directly with the associate deans of each college to:
 - a. Continue to focus on transfer recruitment through admitted transfer student contact, interinstitutional agreements and transfer programs with UW and technical colleges.
 - b. Serve as a point of contact for faculty advisors, newly admitted freshmen, transfer and online students.
 - c. Advise exploratory students or students within a college and keep them on a cost-efficient path to degree.
 - d. Assist with graduation checks for the Registrar’s Office.
 - e. Assess General Education substitution in collaboration with the Associate Dean of LAHS.
 - f. Support at-risk students and participate in suspension review in collaboration with various Enrollment Services offices.
 - g. Support FOCUS through programs such as Majors Fair and Registration and Resources.
 - h. Participate in orientation programs for transfer and non-traditional students.
 - i. Advise on academic forgiveness for re-entry students.
 - j. Educate students about the advising model and process upon admission.
 - k. Participate as a representative of the college on a larger advising working group.
 - l. Coordinate transfer equivalency with Registrar’s Office and substitutions within Major/General Education.
 2. **Resources:** Advising liaisons work with associate deans of the colleges to develop/update resources specific to a college but ones that could also be shared across campus. (curriculum guides, registration videos, website updates)
 3. **Training:** Connects all advisors to a centralized advising office to maintain pay equity, standardize training and keeps advisors connected to policy and procedural changes through Enrollment Services. Director of Academic Advising will coordinate training and create a standardized assessment across campus for accreditation and satisfaction purposes.
- B. **Student Transition Support:** new freshmen and transfer students through programs such as Phoenix Rising, New Student Orientation, UW Connections and Gateways to Phoenix Success.
1. **Rising Phoenix Program**
 - a. The Rising Phoenix Program is a provisional admission program that allows selected students who are interested in completing a bachelor’s degree to complete their first two years of college at one of the participating UW Colleges before transferring to UW-Green Bay. The Program is open to students who either do not immediately qualify for admission to UW-Green Bay or choose to complete their first two years of college at one of the participating UW Colleges before transferring to UW-Green Bay. Students who choose to

participate in the Rising Phoenix Program, meet the stipulated requirements, and submit the required materials qualify for full admission to UW-Green Bay and are eligible to enroll in classes with junior standing.

2. New Student Orientation

- a. Campus-wide coordination of orientation programs for incoming freshmen. We currently have separate orientation programs for transfer, international, online and new freshmen. Eliminating duplication of efforts while maintaining the populations specific support is important.
- b. Expand transition support for new transfer students. Continue to work on expanded orientation program for transfer students and support structures such as the newly formed non-traditional transfer student organization.

3. GPS Program

- a. The GPS Program places first year students into a year-long, enrichment focused learning community with mentors, advisors and individualized interventions for struggling students. Results from the first three years of the program have consistently found that students who participate in GPS, underrepresented, non-underrepresented, and provisional admits, are being retained through year 4 at rates of up to 13% higher than similarly situated peers.

C. Academic Success: Build a structure for students that puts in place a systematic, campus-wide level of support. This structure will support the increase of provisionally admitted students.

1. Early Alert: develop a notification system in SIS so faculty can notify advisors if student is struggling in class.
2. Campus Note-Taking: utilize SIS to improve communication across campus regarding academic support (Advising, GPS, AIC, Tutoring, academic programs)
3. Student Support Team: an action-oriented group made of up representatives from various departments to triage student issues.

D. Planning Committee Representatives

1. Charge: to plan and implement cross-office operation focused setting up a set of guidelines and standards for student success.
2. Representation: GPS, Academic Advising, FOCUS, AIC, Tutoring Services and Dean of Students

E. Student Success/Coordinated Support Team

1. Charge: to be an action-oriented group focused on reaching out to students and proactively problem-solving to assist them toward degree.

2. Representation: AIC, Tutoring Services, Dean of Students, Academic Advising, GPS, Counseling and Health, Disability Services and Residence Life.
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- F. Student Engagement in High Impact Experiences: Promote, expand and coordinate opportunities for student participation in high impact experiences (HIE) (including, but not limited to: undergraduate research, internships, service learning, etc.), with an emphasis on increasing participation of underrepresented students. Student engagement in HIE boosts retention rates and also can be an effective marketing tool in recruitment efforts.

TJS
5/25/2016