

# Office of Admissions Self-Study

Division of Student Affairs 2024-2025 Program Review

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# OFFICE OF ADMISSIONS SELF-STUDY

## 2024-2025

### EXECUTIVE SUMMARY

#### BRIEF DESCRIPTION OF THE DEPARTMENT AND SERVICES OFFERED

The Office of Admissions at Salt Lake Community College (SLCC) is a relatively new department, established in 2016. Previously, the admissions functions were absorbed into the Office of the Registrar (ORAR) and High School Relations. However, the 2014-2015 ORAR Program Review recommended the creation of a dedicated Admissions Office. The review highlighted that the Registrar had more direct reports than was ideal, making it clear that the admissions functions were better suited for a separate Admissions Office.

The Office of Admissions serves as a crucial bridge between K-12 education and higher education institutions. Admissions personnel function as ambassadors, providing information about the institution, its programs, and are responsible for recruiting, screening applicants and processing student residency for tuition purposes.

#### KEY RESPONSIBILITIES:

- **Student Recruitment-** The student recruitment team actively engages with K-12 and community partners to attract prospective students to SLCC. Responsibilities include conducting high school presentations, participating in community events, providing campus tours, and organizing on-campus prospective student programming. Recruiters help Concurrent Enrollment (CE) students apply to and attend SLCC. They also offer academic advising after admission, ensuring a smooth transition and ongoing support.
- **Application Processing-** The application processing team processes applications for new, returning, and transfer students, as well as for specific programs; CE, Early Enrollment, Salt Lake Technical College (SLTC), Guest Students, Prison Education Program (PEP), International Students, Early High School Graduation and Personal Interest/Senior Citizen students. Processing also manages the Salesforce Customer Relationship Management (CRM) software and maintains student records.
- **Admissions Hub-** Acts as a Welcome Center/Information desk for the Redwood Campus, handling admissions related phone calls, emails, in-person directions and providing a “one-stop shop” for Student Affairs. They also process residency applications including HB 102, HB 144, R512 and Western Undergraduate Exchange (WUE).

Salt Lake Community College is a multi-campus institution, responsible for serving the Salt Lake Valley. There are nine (9) campuses: Westpointe Workforce Training & Education Center (WWTE), International Aviation Education Center (AP), Community Writing Center (CWC), South City Campus (SCC), West Valley Center (WVC), Taylorsville Redwood Campus (TRC/Redwood), Jordan Campus (JC), Larry H. Miller Campus (LHMC), Herriman Campus (HC), and SLCC Online. The Office of Admissions has office locations at WWTE, SCC, WVC, JC, the main office and Admissions Hub is at TRC.

#### DEPARTMENT PURPOSE STATEMENT AND DEPARTMENT-LEVEL GOALS

The Admissions team includes individuals from a variety of backgrounds in language, perspective, and lived experience. It recognizes the importance of students seeing themselves represented in the makeup of higher

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education. The representation of the student population in team members plays a large part in the success of the students. The office culture is one of respect, collaboration, learning, and trust.

- **Mission-** The Office of Admissions engages and supports students in educational pathways leading to successful transfer and meaningful employment.
- **Vision-** SLCC is a model for inclusive and transformative education, strengthening the communities it serves through the success of its students.
- **Collaboration-** Collaboration between Student Affairs, Academic Affairs, K-12, and community partners is essential. The Office of Admissions actively creates a cohesive and supportive educational environment, promoting student success and engagement throughout their educational journey.

## ASSESSMENT OF STRENGTHS, AREAS FOR IMPROVEMENT, OPPORTUNITIES, AND CHALLENGES

### STRENGTHS:

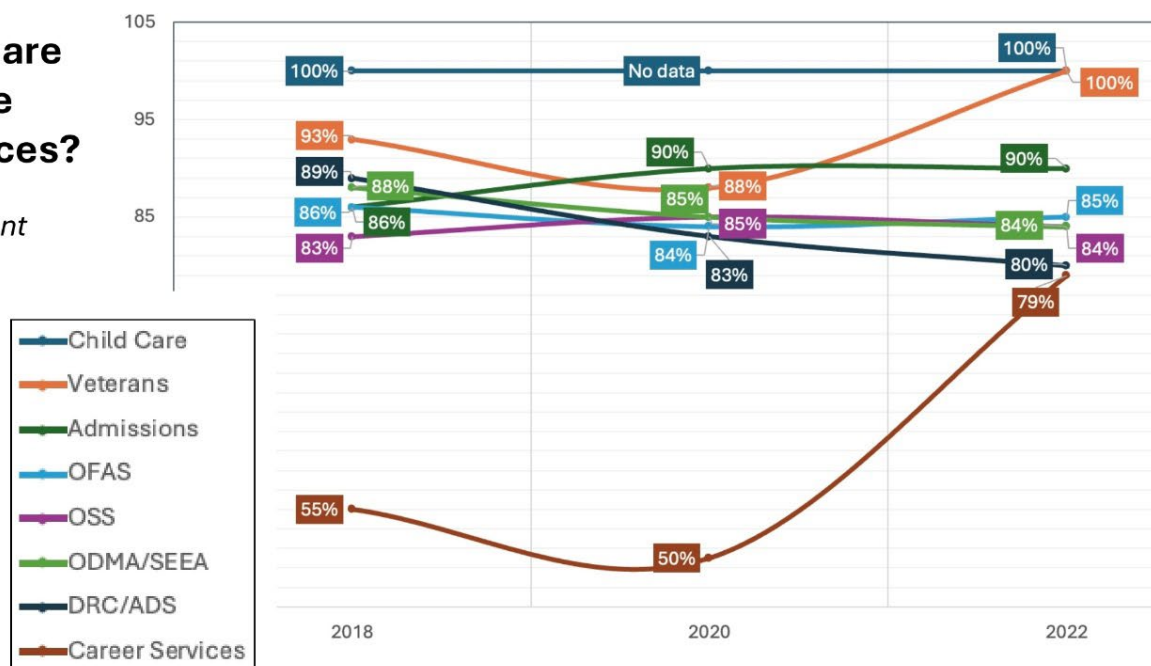
- **Applicant Portal-** The Office of Admissions developed a comprehensive and user-centric admission application portal designed to ensure an intuitive and seamless experience for all users. Additionally, a standalone Spanish Application Portal was introduced, underscoring the commitment to accessibility and inclusivity for the diverse student population.
- **Increased Marketing Efforts-** Comprehensive drip marketing campaigns were implemented to enhance student enrollment, leveraging multiple communication channels to increase engagement. The strategy includes a series of curated email campaigns, personalized text messages, and voice messages. This multi-faceted approach ensures consistent and timely communication with prospective students and providing relevant information tailored to their place in the enrollment process.
- **Residency Application-** An online residency application was created, allowing students to apply, submit documentation, and request exemptions through a single streamlined portal. This removes redundancies, making the process more efficient, user-friendly, and convenient for both students and staff.
- **Spanish Resources-** Ensuring engagement and inclusivity for Spanish-speaking individuals at the College is a priority. Admissions established a fully translated website, emails, Getting Started Packet, and one-sheet document to ensure comprehensive understanding and streamline the user experience. With the addition of more Spanish-speaking staff, this support has made students feel seen and valued. These measures collectively demonstrate a commitment to diversity and improved enrollment experience for students.
- **Data-** The Office of Admissions uses comprehensive data tools to continuously enhance its processes. By leveraging Salesforce dashboards, the team gains valuable insights into various metrics and trends. The student enrollment dashboard offers a clear view of enrollment patterns, aiding in data-driven decision-making. The performance of drip campaigns is closely monitored, and necessary adjustments are made to optimize their effectiveness. By consistently analyzing and refining strategies, Admissions ensures its efforts are both efficient and impactful.
- **Student Recruitment-** Recruitment territories have been established, significantly expanding SLCC's reach. Additionally, admissions advisors have been relocated to campus sites (WWTE, SCC, WVC, JC, and HC), enhancing accessibility and support for prospective students. These strategic moves are designed to improve recruitment efforts and provide a more personalized experience for students.

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- **Application Growth-** Comparing fall 2023 to fall 2024, SLCC had a 29.9% increase in applications, highlighting the efforts to enhance access and expand recruitment strategies.
- **Increased and Maintained Student Satisfaction-** SLCC New Student Surveys conducted in 2018, 2020, and 2022 show the Office of Admissions received a consistently high satisfaction rating from new students. See graph below:

## How satisfied are you with the following services?

SLCC New Student  
Survey 2022  
n=289



The 2024 New Student Survey has changed significantly and no longer includes questions regarding Student Affairs.

### AREAS OF IMPROVEMENT/OPPORTUNITIES:

- **Admissions Update-** If a student does not enroll in the semester they applied for, they are required to complete an admissions update. To address this, the plan is to open registration groups that extend beyond their initial application term. Despite submitting a project request to the Office of Information Technology (OIT) 19 months ago, this initiative has yet to be implemented. This delay is affecting the ability to streamline the enrollment process and accommodate students' needs effectively.
- **Applicant Portal-** The application portal, created in 2018 with the technology available at the time, is due for an upgrade. New technologies and templates have been identified to enhance the portal's functionality and user experience. However, due to other priorities, these updates have not been made. This modernization will provide a more efficient, user-friendly experience for all applicants once implemented.
- **Concurrent Enrollment Applications-** Currently, CE students are non-degree seeking. To enroll at SLCC post-graduation, they must update their application to become degree-seeking. However, the CE application lacks key elements like the program of study and residency information. Addressing gaps will streamline the transition, remove an extra step for students, and ensure all necessary information is captured making it easier for students to enroll.
- **Clearer RFI Form-** The Request for Information (RFI) Form for students seeking more information about SLCC is hard to find on the website and often confused with the Chatbot. Admissions is working with the marketing team to clarify their distinct functions and improve the RFI's accessibility.



## CHALLENGES:

- **Fraudulent Applications-** Since 2021, SLCC has received thousands of fraudulent applications, with students attempting to obtain fraudulent financial aid. Since purchasing Fraud Detection Software (AMSA S.A.F.E), we have flagged over 6,300 student applications as potential fraud or spam, but challenges in effectively detecting these fraudulent applications persist. This highlights the need for continuous improvement and potential additional measures to enhance fraud detection capabilities to ensure that fraudulent students are not enrolled.
- **Staff Turnover-** The high cost of living in Salt Lake City, combined with pay that is not competitive with other industries, poses a significant challenge in retaining staff. This disparity can lead to high turnover rates and difficulty in maintaining a stable workforce.
- **Staff Focus-** Admissions Advisors are asked to coordinate multiple responsibilities, including (but not limited to) supporting SLTC, CE Outreach/Advising, Community Outreach, and Hispanic Serving Institution (HSI) initiatives. This constant demand to fulfill various roles can sometimes scatter focus and hinder efficiency.
- **Physical Space Challenges-** Admissions is facing significant physical space challenges. It is not ideal for group tours, and it is difficult to have private conversations in open areas. Staffing all sites is a priority, but it often leaves gaps at the largest/busiest campus (TRC). These issues require creative solutions to improve the work environment and provide better support for staff and students.
- **Student Enrollment Process-** Once a student completes the application, there is a lack of clear delineation on who “owns” pieces of the student enrollment process. Without this clarity, responsibilities can blur, leading to confusion, redundancy, and inefficiency.
- **Complicated Application-** Requiring extensive information on the application complicates the process for the student. In 2018, SLCC removed the option for students to be "undecided" in their program of study, prompting them to select a specific path at entry. While this encourages thoughtful consideration of academic and career goals, many students come to SLCC to explore or complete General Education requirements before transferring to a four-year university. Additionally, the numerous program routes can make it difficult for students to select the right program at entry, which can lead to choice fatigue.
- **Prison Education Program-** Students in the PEP complete paper admissions applications due to lack of internet access. Ensuring complete information, such as high school graduation and residency details, has been challenging. HB248 now allows charging resident tuition for inmates during enrollment and for one-year post-release, but tracking release dates is extremely challenging. Admissions staff attend most prison application events to reduce incomplete applications however, PEP staff still need to manually track and submit paperwork for students enrolling after these events.

## HOW DEPARTMENT WORK DEMONSTRATES SLCC VALUES

**Collaboration-** Admissions has increased collaboration with departments including, but not limited to, Orientation and Student Success (OSS), Office of the Registrar (ORAR), Thayne Center for Student Life, Leadership & Community Engagement (Thayne), Testing Services, Student Engagement, Experience and Achievement (SEEA), CE and SLTC. This synergy aims to enhance the student experience by improving referral processes and ensuring that students are efficiently directed to the appropriate departments.

**Community-** Admissions actively engages with community partners, high school counselors, and Utah College Advising Corps (UCAC) advisors to partner in getting students to college. This collaborative approach helps connect with potential students early, provides them with essential information and resources, and supports them throughout

their educational journey. By fostering these strong partnerships, students are better guided toward their academic goals and ensured a smooth transition to college life.

**Innovation-** Admissions has significantly improved its processes since becoming a department. Many operations have transitioned to a digital space, leveraging technology to enhance efficiency and accessibility. These changes have streamlined workflows, improved communication, and better served students and staff. The commitment to continuous improvement ensures that the department keeps pace with technological advancements and evolving needs, positioning it as a forward-thinking and responsive department.

## BACKGROUND AND CONTEXT

### SIGNIFICANT INSTITUTIONAL OR EXTERNAL CHANGES IMPACTING SERVICES

- **SLTC Changes-** SLTC's evolving strategies and approaches require constant adaptation and flexibility. Admissions continuously reassesses and adjusts its methods to align with these changes. While it can be challenging, this agility also presents opportunities for innovation and improvement in supporting students and staff.
- **COVID-19-** The lingering impact of COVID-19 has been significant, dramatically altering services. There has been a dramatic increase for student assistance and a surge in demand for virtual options. These changes have pushed the Office of Admissions to innovate and expand digital offerings, ensuring that students can access the support and resources they need remotely.
- **CE Parent Permission Form-** In the fall of 2023, the state mandated a shift to the CE Parent Permission Form, necessitating a new Application Programming Interface (API). Unfortunately, this change resulted in the loss of some functionality previously relied on in the application. This has required adaptation and finding new solutions to ensure effective support for CE students and their parents.
- **State Common Application-** In 2023, the Utah System of Higher Education (USHE) explored the creation of a common admissions application for all 16 USHE institutions. The goal is to increase the number of Utah high school graduates enrolling in USHE schools, while reducing barriers for underrepresented communities and simplifying the transition from K-12 to higher education statewide. A state mandate did away with college application fees for Utah residents, but there has been no further movement on implementing the common application. This could still be a possibility in the future and would require SLCC to implement dramatic changes to the admissions application and CRM processes.
- **Campus Expansion-** In the past 10 years, SLCC has opened three new campuses— HC, WVC, and WWTE. While these expansions have allowed the college to serve a broader community, they often strain the team due to the lack of additional resources. This challenge requires efforts to be stretched across multiple locations, making it difficult to maintain the same level of support and service everywhere.
- **Leadership Changes-** With a new President of the College and Vice President (VP) of Student Affairs coming to SLCC in the past year, their fresh perspectives and priorities prompt the Office of Admissions to reassess and adapt its strategies. While this can be challenging, it also presents opportunities to innovate and align efforts with their vision.

### RECOMMENDATIONS FROM PREVIOUS REVIEWS, ASSESSMENTS, OR AUDITS

- **STRATEGIC ENROLLMENT MANAGEMENT COLLABORATIVE WORK TEAM (SEM CWT):** From 2016 to 2021, SLCC formed Collaborative Work Teams (CWT) with members from various areas of the college to advance specific strategies (<https://tinyurl.com/SEMCWTSLCC>). The following recommendations were implemented:



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- **Application Redesign-** Develop a single, intuitive admission application to replace several separate application processes, transitioning from the homegrown application to a more robust solution.
- **01 Decision Code Removal-** To simplify the application process and provide a clearer path for applicants, Admissions moved the placement testing requirement away from the application process and eliminated provisional admission.
- **ANNUAL ASSESSMENTS:** All departments within Student Affairs complete a formal annual assessment (<https://tinyurl.com/SLCCAAS>). The assessments evaluate and improve the effectiveness of programs and services, identify strengths and areas for improvement and ensure alignment with SLCC's strategic plan. The Admissions Office recently completed the following three assessments:
  - **Salt Lake City School District-SLCC Orientation Days-** Expanded SLCC Orientation Days from only Granite School District to include the high schools in Salt Lake City School District to engage seniors at their schools throughout the SLCC enrollment process. This initiative aims to provide better support and guidance, making the transition to college smoother and more accessible for more new students.
  - **Removal of Application Fee-** To increase access for new students, an assessment was conducted to learn more about student behavior when the application fee was removed. Recognizing the application fee as a barrier to entry, this change aimed to make the enrollment process more accessible and affordable for all prospective students (due to application fraud, the fee was placed back on in January 2022).
  - **Herriman Campus Opening-** Prior to the opening of the Herriman Campus, a thorough assessment was conducted to understand the desires and expectations of students and their families regarding the student experience. This effort was essential to ensure that the new campus aligns with the aspirations and needs of local high school students and their communities.
- **CAMPUS WORKS AUDIT:** In 2023, SLCC hired Campus Works, a consulting company, to review the student enrollment process and provide recommendations for improvement. The following were recommended to the department:
  - Increase the number of contact records and portal logins in Salesforce. Additionally, it was recommended to purchase a 'Sandbox' environment, which allows a thorough test of changes to the application portal in a non-live setting. The additional funding required for this recommendation was secured through the Informed Budget Process (IBP) and implemented in fall 2024.
  - The College is tracking student data in Enrollment Rx (ERx) but not fully leveraging it to rank students and determine ROI. It is recommended to analyze and rank prospective student touchpoints to drive decisions on activity effectiveness. Reviewing touchpoints like high school visits and campus tours can help create a strategic enrollment plan and inform support services about student needs. Completion of this project is ongoing.
  - It is recommended to train staff and faculty campus-wide on how to assist with portal log-in issues and access an existing application. This training should be integrated into the staff development process to ensure everyone is familiar with these procedures. Completion of this project is ongoing.
  - Currently, the admission application only allows transfer students to indicate two previous post-secondary institutions, which can lead to missing transfer credits and impact financial aid compliance. It was recommended to expand this limit to ensure a complete transfer credit evaluation and compliance with financial aid requirements. Completion of this project is ongoing.

## PROGRESS REPORT ON CURRENT DEPARTMENTAL GOALS

- **Recruitment Territory Changes-** Admissions modified the recruitment teams to the north and south region to cut back work with Charter high schools. Engagement has increased with Alpine and Davis School Districts, and focus has been returned to traditional K-12.
- **CE Parent Permission Form Integration/Parent Emails-** The API from USHE has been fully implemented to ensure compliance with the state rules, which now provides us with parent email addresses. Companion pieces with information sent to students are now shared with parents. So far six emails in total have been sent to parents.
- **Ambassador Program Reboot-** Because of Coordinator staffing problems, the department experienced a lull in Ambassador members. Since the position has been filled, the program is fully staffed. Due to everyday issues (working students, demands of family life) adjustments are made regularly to strengthen and enhance the Ambassador Program.
- **HB 102 Rollout-** HB 102 has been added to the Residency Etrieve form, or students can submit documentation in person or through the residency email. 275 students have qualified since implementation (<https://tinyurl.com/SLCC102>).
- **Revamp Applicant Portal-** Project has been put on hold due to ERx rolling out a new template system, which will make it easier to create a new user interface. ERx has completed the release, and collaboration with Institutional Marketing (IMC) and ERx on a redesign is ongoing.
- **ERx Appointment Calendar-** Project has been adapted. The ERx appointment calendar was not implemented due to similar functions available at no cost through Office 365, Admissions has since implemented 365 for student appointments (<https://tinyurl.com/SLCCADMStaff>).
- **Adjust Applicant Term and Registration Eligibility-** The Office of Admissions programming request has been completed but has not been implemented by OIT. The Adjust A1 Hold spec sheet was submitted in March 2023, and is still on hold with the OIT due to SLTC changes.
- **Admissions Policy Rewrite-** Review was completed in Spring 2024 and adjustments to the application have been implemented (no high school diploma required for admission).
- **CEEB Code Cleanup-** What was once a one-off project has now become an annual task overseen by the Assistant Director of Admissions Operations. This regular review ensures data quality and helps maintain record accuracy for state reporting.

## DESCRIPTION OF PROGRAM AND SERVICES

### SPECIFIC FUNCTIONS OF THE DEPARTMENT AND THEIR CONNECTION TO STUDENTS

#### RECRUITMENT

The Recruitment Team at SLCC attracts students throughout the valley, aiming to create a seamless enrollment process and enhance brand awareness. They provide personalized support throughout the admissions process and set annual goals to increase enrollment by nurturing existing markets and identifying growth opportunities. Two teams manage high school recruitment in Salt Lake County and parts of Davis and Alpine districts. The team host events, supports USHE initiatives like UCAW and UHED, collaborates with SLCC partners and campus tours.

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Admissions also collaborates with CE to present to high schools about CE participation, provides guidance and advising to students and parents, and trains high school counselors and CE Coordinators.

The Adult Recruitment Team engages with adult high schools, businesses, and community partners in Salt Lake County, providing details on; career and college access, SLTC, SLCC Online, campus programs, and career advancement. They guide adult learners through the enrollment process, utilize the CRM for personalized text campaigns, follow up on RFIs, and organize virtual tours.

The Admissions Events and Campus Tour Coordinator plan and oversee Admissions events, campus tours, and manages social media, and manage the Admissions Student Ambassador program. Key events include the High School Counselor and Community Partner Conference, which provides updates and resources to high school counselors and community partners; the Multicultural Student Conference, which offers college opportunities and resources to high school juniors and seniors; the First-Generation Student Conference, which supports first-generation high school students with college resources and connections; and Explore SLCC, an open house event showcasing SLCC's offerings to the community.

The Admissions Student Ambassador program consists of 10 SLCC students who work with Admissions advisors year-round. Ambassador duties include supporting events at high schools, offering insights from the SLCC student perspective, and recruiting new ambassadors. They participate in campus tours, Admissions events, UCAW, and UHED.

## **HUB/RESIDENCY**

The Hub is the central contact point for the Office of Admissions, handling inquiries via email, phone, and in-person. It manages questions about admissions applications, updates, residency, and related concerns. The Hub works with the processing team to resolve application issues, reactivate accounts and collaborates with the Residency Coordinator to assist students with residency reclassification and appeals under Utah Code section 53B-8-102 and Board Policy R512.

Additionally, the Hub serves as the building's "help desk," assisting with general questions about student resources, enrollment, and community outreach. It directs students to appropriate departments for further assistance.

## **PROCESSING/CRM MANAGER:**

The Processing Team oversees the Admissions Application process from submission to integration into the Banner SIS system. They use the ERx CRM to match new applications to existing student records, ensuring accuracy in biographical, contact, and program information. The team contacts students for additional information, responds to inquiries, and collaborates with students, parents, high school staff, and other SLCC departments to resolve application issues. For some student populations, they manually enter application data into Banner.

The CRM Manager coordinates and manages the Customer Relationship Management (CRM) software (Salesforce, ERx and related applications). Responsibilities include performing regular CRM updates, maintaining application portals and RFI forms, assisting the recruitment team with communication campaigns, troubleshooting and collaborating with software vendors, managing APIs for data imports, updating programs and terms in the admissions application, overseeing AMSA S.A.F.E Software to prevent fraudulent applications, and creates Salesforce reports for the Admissions Office and other SLCC departments.

## REVIEW OF RESOURCES

### FINANCIAL RESOURCES SUPPORTING THE DEPARTMENTAL BUDGET

The Office of Admissions runs on an annual budget of \$1.5 million (Fiscal Year [FY] 25). Funding sources in FY 25 include Education and General (E&G), Servicing, SLTC, and CE. Most of the budget is base funded, but there is financial support provided as “one-time funds” through the IBP.

Most staff are paid through E&G funds; however, there are three full-time staff paid out of CE indexes (self-support dollars) and two full-time paid out of SLTC funds. The three positions currently paid out of CE were budgetarily allocated into Admissions in 2017 to address gaps between the high schools and SLCC. This structure is challenging and there is a desire from both departments to undo this structural change. However, there is insufficient funding to support those three positions in the departmental budget. Admissions requested these funds through the FY 25 IBP, but the request was not approved. Currently, SLTC funds just one admissions advisor position, but the demands are too high for one person. This highlights the need for additional resources to ensure effective admissions support for students.

Admissions currently bears the entire cost for all software, admissions letters, portal logins, text messaging, and email campaigns for CE, SLTC, and UG programs. While the budget is primarily E&G, those funds are used to support both self-support and SLTC programs, which adds significant strain on E&G resources.

PRODUCT/EVENT	COST	INFORMATION
Multicultural Conference (MCC)	\$9,000	Annual conference, typically 300+ high school student attendance. Budget for promotional items, food, and equipment.
First Generation Conference (FGC)	\$9,000	Spring MCC was transitioned to the FGC to provide more targeted information to students. Budget for promotional items, food, and equipment.
High School Counselor Conference	\$8,500	Hosted annually for the counselors of the districts SLCC serves. Budget for food, promotional items, and equipment.
Explore SLCC	\$5,000	Annual event hosted for prospective students. Budget for food, promotional items, and equipment.
Promotional Items	\$12,000	Set aside for year promotional items for recruitment; welcome back visits, tabling, UCAW and UCAC.
Getting Started Packets	\$5,000	6,200 booklets for 2024-2025 year.
Staff Equipment	\$5,000	Budget put aside for upgrades for staff computers on a 3-year basis.
Admissions Letters	\$65,000	Funds set aside for Skymail postage, letterhead, and envelopes for Admissions acceptance letters. Average price of \$1.12 each.

### TECHNOLOGY RESOURCES

The Office of Admissions utilizes a variety of technological platforms that scope from recruitment efforts to process and storing student information and applications.



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PRODUCT	FY 25 COST	FUNCTION/USE
Salesforce (Main)	\$45,207.05	Serves as the primary cloud-based CRM platform, providing a foundation for other applications. Salesforce is used to manage student data, generate reports, enhance admissions processes, and control user access.
Salesforce (Full Sandbox)	\$13,104.64	Provides a complete replica of the production environment. This allows thorough testing before implementing any changes to the live production system, ensuring that all updates are reliable and do not disrupt operations.
Salesforce Account Engagement	\$16,507.59	Email marketing automation tool. It enables bulk email messaging, automated emails, and email drip campaigns efficiently.
Enrollment RX (ERx)	\$65,550.00	A managed package software that provides tools for recruitment and admissions. This platform facilitates the creation of the application portal, provides Banner integration, and enhances the student recruitment process. Additionally, through ERx, an RFI form was developed for prospective students and use Events Rx for all Admissions event registration forms.
Mogli	\$6,854.70 + cost per text	A text messaging software integrated within Salesforce enabling the creation of bulk text messages, engage in one-to-one text conversations, and conduct mass voice calls efficiently.
AMSA S.A.F.E	Paid by VP of Enrollment Management and OIT	Implemented in late May 2024, this system aids in assessing potential fraud risks and identifying fraudulent applications.
Encoura	\$3,215.55	Software that allows staff to purchase student information from ACT records.
Strivescan	\$672	Software used during UCAW to collect prospective student data. The collected data is imported into Salesforce for further outreach.
Canva	\$120	Utilized by staff to create Admissions outreach materials.

## HUMAN RESOURCES—ASSESSMENT OF CURRENT STAFFING LEVELS AND NEEDS

The Office of Admissions is comprised of 36 staff: 20 full-time, 6 part-time and 10 student ambassadors.

### FULL-TIME:

One Director, two Assistant Directors, one Administrative Assistant, four Advisor 3's (A3), one Hub Manager, one CRM Manager, seven Admissions Advisors, and three Admissions Processors.

### PART-TIME:

One Admissions Processor, one Residency Coordinator, four Admissions Hub Specialists and ten Student Ambassadors.

### Recent Changes-

- Recruitment Advisors were re-organized from Alternative, High School, and Adult Recruiters to North and South Regions and Adult Recruitment.
- Created a new position titled Events and Campus Tour Coordinator. The coordinator supervises 10 student ambassadors and runs all campus events and tours. Events and tours were originally organized under the various recruitment teams.
- Reclassified all Recruitment Advisors from Advisor 1's to Advisor 2's.

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- Reclassified the Residency Specialist from a Specialist 3 to a Residency Coordinator.
- Reclassified the CRM position from Coordinator 2 to a Manager 2.
- Reclassified the Hub Coordinator 2 to a Hub Manager 1.
- Reclassified all part-time Hub employees from Specialist 1 to Specialist 2.
- Reclassified all Admissions Processors from Technician 2 to Specialist 3.
- People and Workplace Culture (PWC) created a new “technical skills compensation” for employees. The Admissions Office was able to move one Assistant Director and the CRM Manager to this new compensation structure.
- Increased hourly wage for part time employees with Spanish speaking skills.

**Needs-**

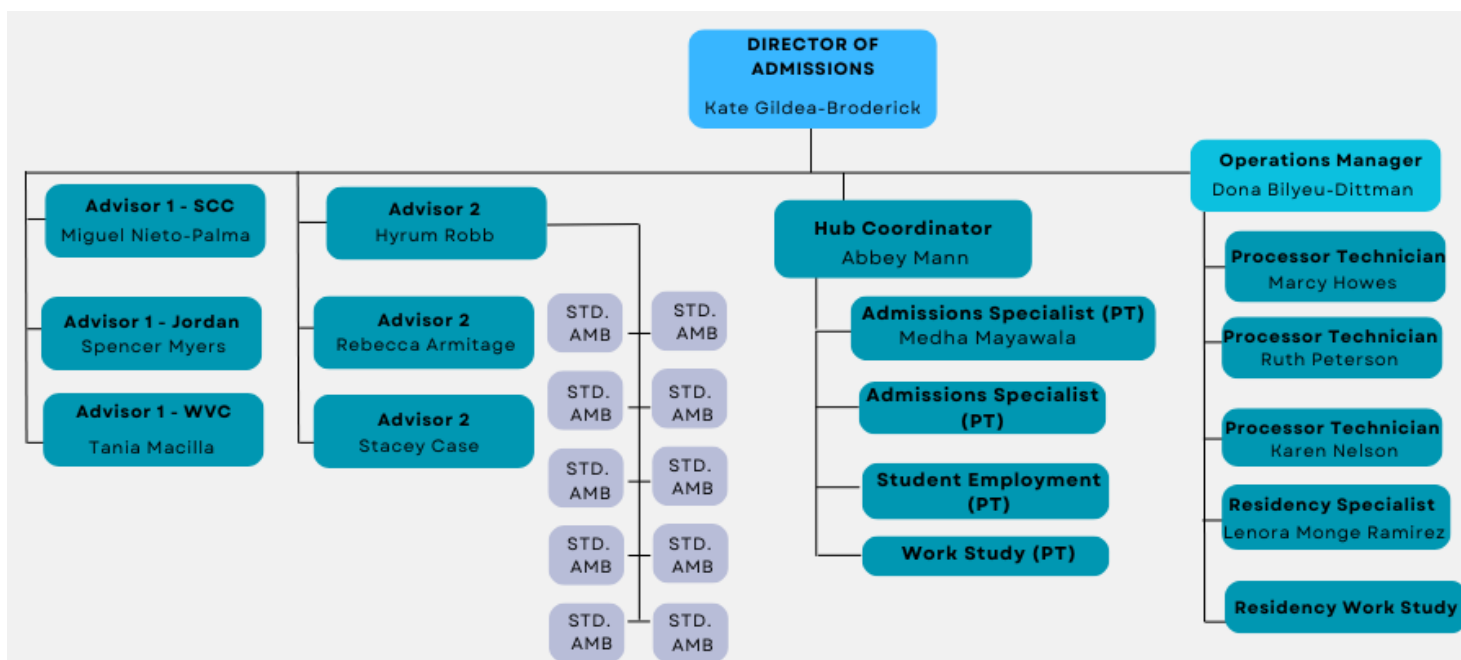
- E&G funding for Assistant Director 3 and Admissions Advisor 2 to move away from CE funding.
- Additional funding to move Admissions Processing team to the new “technical skills compensation” pay scale.
- Additional funding to support another SLTC admissions advisor.
- Determine a funding structure that supports E&G funding, self-support, and SLTC funds for admission letters, software, text messaging, and email messaging.



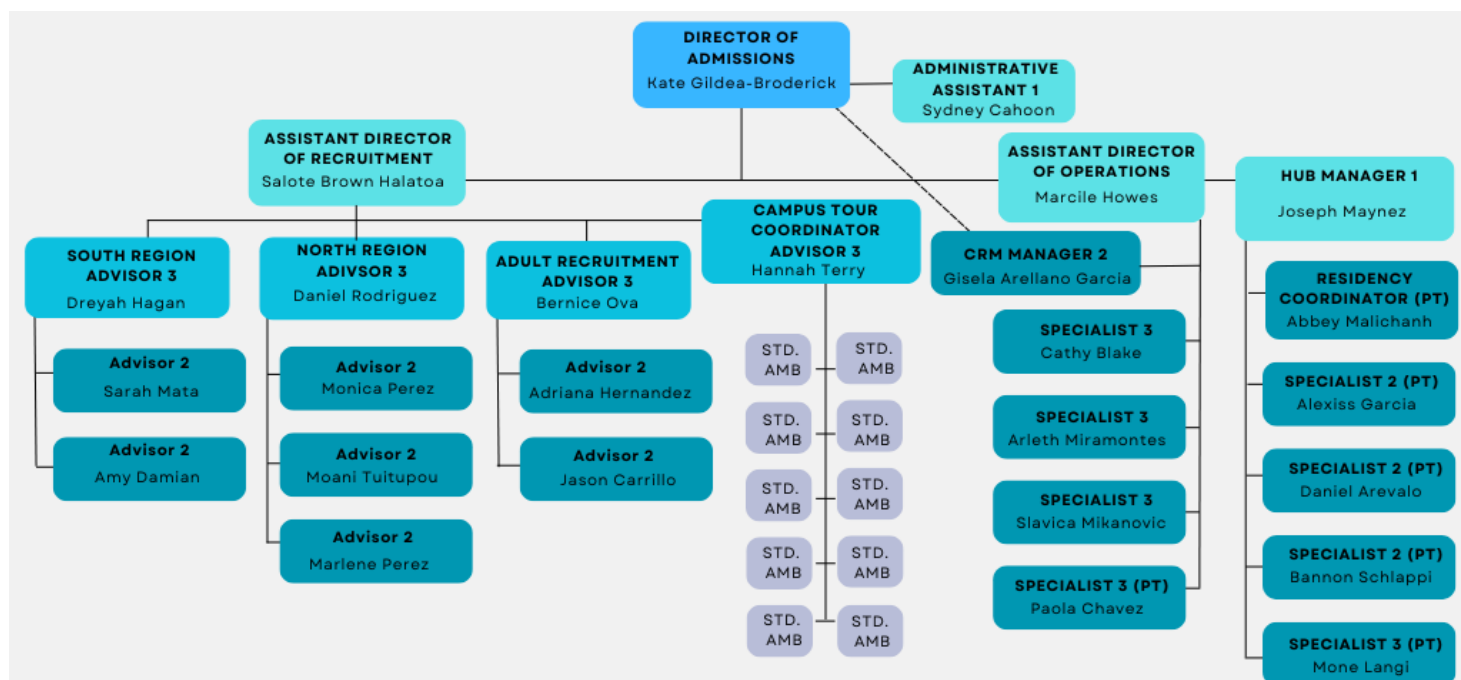
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## DEPARTMENTAL ORGANIZATIONAL CHART AND STRUCTURE

The original org chart from the inception of the Admissions Office in 2016.



Org Chart updated December 2024. To see how Admissions fits within the makeup of the College, view the SLCC Org Chart [HERE](https://tinyurl.com/SLCCOrgChart).  
(<https://tinyurl.com/SLCCOrgChart>)





## ASSESSMENT OF THE QUALITY/CAPACITY OF STAFF, WORK ENVIRONMENT, PHYSICAL RESOURCES

### RECRUITMENT:

The Recruitment team oversee 43 public and charter schools in Salt Lake County and parts of Davis and Alpine School Districts, with each advisor managing recruitment efforts for five to seven schools. Recruiters also serve as CE advisors in these schools and it has created challenges and capacity issues as the Admissions team cannot support the rapid growth of CE. Adult Advisors focus on four adult high schools, local businesses, and community organizations in Salt Lake County to recruit new and returning adult students. High turnover amongst advisors can cause a disconnect of services to territories and consistency of services provided to territories may change by advisor. The demographics of Salt Lake County have evolved creating a higher need for Spanish speaking staff and materials. Currently, six advisors are bilingual (English and Spanish), which is crucial for supporting Spanish-speaking students and current HSI Initiatives. Admissions is responsible for keeping the Getting Started and View Book documents up to date. While the College's provides key materials like viewbooks and enrollment guides, they do not cover all needs.

Recruitment advisors are stationed at six of the eight campuses. They balance office time with on-site visits to their territories, considering campus coverage. This results in varying schedules and occasional conflicts in team meetings, though some meetings are prioritized. Since COVID-19, the shift to virtual meetings has been positive but has also caused feelings of disconnection due to physical distance, and fewer in-person meetings.

The new role of Admissions Events and Campus Tour Coordinator was established to improve the quality and continuity of events and tours, which were previously managed by various Recruitment Team supervisors. This position has successfully enhanced these initiatives, overseeing four major events, weekly campus tours, and student ambassadors. However, there is an increasing need for graphic design and marketing expertise, as IMC does not support these activities. Consequently, all design and marketing efforts fall under this role, with the Recruitment Team assisting in external promotion. Additionally, managing student ambassadors has led to overcrowded spaces and a lack of designated areas.

### ADMISSIONS HUB/ RESIDENCY:

The Hub, comprised of four part-time employees and one full-time supervisor, works cohesively, and communicates effectively with other departments and college areas. Staff ensure timely responses to student emails and voicemails within 24 hours, using Salesforce and Banner to address concerns and assist with enrollment. Open from 8 AM to 7 PM, the small team faces staffing challenges to maintain adequate coverage during operating hours.

The residency coordinator handles residency concerns, communicating with students via email, phone, and meetings. They use Salesforce, Banner, and Etrieve for document management. While the Residency Coordinator is primarily responsible for reclassification, the Admissions Hub staff supports them. During peak times, the process can take 7-10 days. Last year, the coordinator reclassified 2,612 students.

### PROCESSING/CRM MANAGER:

The processing team excels in collaboration and efficiency, rarely experiencing downtime. However, an additional staff member would be beneficial to assist with fraudulent application reviews and other processes. An assistant to the CRM Manager with ERx Admin rights and training would be beneficial.

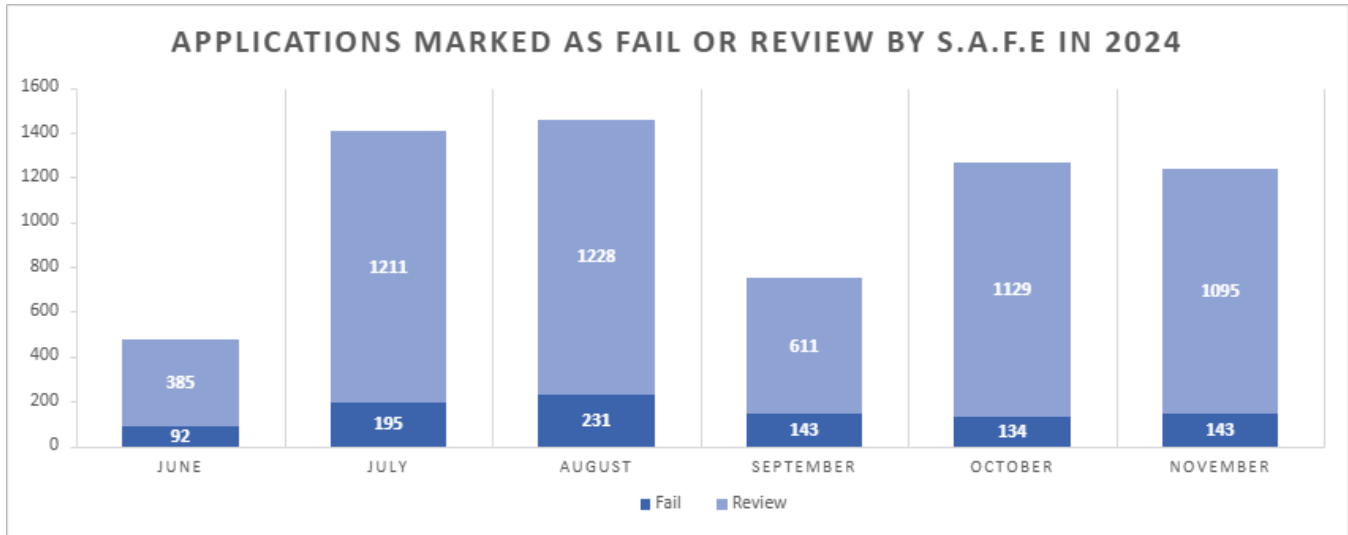
Since 2021, SLCC has identified more than 6,300 applications as potentially fraudulent. The methods for detecting and managing these applications have evolved over time. Initially, this was a manual process using CRM list views and reports to identify spam patterns. As fraud patterns continued to evolve, it became increasingly challenging to



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detect fraudulent applications each semester. To prevent fraudulent applications from integrating into Banner, SLCC explored various software options. At the end, AMSA S.A.F.E Software was selected by OIT and the Associate VP of Enrollment Management and implemented on May 31, 2024.

S.A.F.E evaluates the student's name, mailing address, phone number, and IP address to assign a fraud level to an application based on the validity of the information. The three fraud levels are: Pass, Review, and Fail. While it has been useful to have a system that evaluates student information, it has also been challenging as it takes valuable staff time to review so many applications.



~6,300 applications were flagged as 'Review' or 'Fail' by AMSA S.A.F.E from June-November 2024. Approximately 40% of all applications reviewed by AMSA S.A.F.E are flagged, and each flagged application must be individually reviewed by staff. Light blue represents applications flagged as 'Review' and dark blue represents applications flagged as 'Fail'.

## AREAS FOR IMPROVEMENT IN EFFICIENCY OR COST-EFFECTIVENESS OF SERVICES

### RECRUITMENT:

To improve the Recruitment Team's efficiency and cost-effectiveness, better utilize Salesforce, enhance the application experience for students, and make data more accessible for decision-making. Improve communication about admissions, simplify recruitment processes, and invest in continuous training on the latest trends and technologies. Accurately assess yield to optimize engagement and lower recruitment costs, enabling performance evaluation from key events and interactions.

To enhance efficiency and cost-effectiveness for the Campus Tours and Events position, focus on centralizing inventory management to track and manage event materials, reducing duplicate purchases and ensure availability would be beneficial. Strengthen collaborations with other departments to share resources and reduce costs by establishing a more effective interdepartmental inventory management system. Create templates and checklists for common events to ensure consistency and save planning time, while using automatic communication tools to handle reminders and follow-ups, reducing manual work. Finally, invest in professional development to stay updated on best practices and trends.

### ADMISSIONS HUB/ RESIDENCY:

To enhance efficiency, focus on improving interaction tracking for more accurate reports, and streamlining practices to better support remote students. As the Hub also serves as a help desk, improving inter-departmental

communication is crucial for being updated on campus changes and events. Timely outreach to new non-resident students is essential for clear reclassification requirements. Identifying student groups with common residency issues, such as Student Athletes and Incoming Bruin Scholars, and proactively working on reports to contact students about missing documentation will further improve support.

#### **PROCESSING/CRM MANAGER:**

The CRM's logic capabilities can refine processes and reduce time-consuming manual tasks. Identifying areas where modifying logic can decrease errors in admissions application coding is crucial. Automated communications could notify students of invalid driver's license numbers or other application errors. While AMSA S.A.F.E Software has streamlined the identification of potential fraudulent applications, removing the application fee for in-state students has significantly increased the time spent reviewing flagged applications.

### **ANALYSIS OF RESOURCE NEEDS FOR FUTURE OPERATIONS (NEXT FIVE YEARS)**

#### **RECRUITMENT:**

To retain valuable staff and manage increased translation demands, offer additional compensation for multilingual advisors. Invest in professional marketing services to develop comprehensive recruitment and event materials to attract diverse student populations. Provide continuous training to keep advisors proficient in the latest recruitment strategies, technology trends, and communication tools, enabling them to adapt to evolving demands.

Due to rising costs, adhering to event budgets has become difficult, and increasing funds for Admissions events would be beneficial. SLCC's partnership with America to Go (ATG) has also presented challenges, as staff is restricted to ATG vendors, which often exceed budget constraints and are compensated only after the event. For future success, ATG needs to collaborate with more affordable partners or allow exceptions for conference-related food purchases from outside vendors.

The department envisions a dedicated Recruitment Team focused solely on external outreach, attending events, and visiting high schools to recruit potential students. Meanwhile, a specialized Enrollment Team will handle all follow-up communications, including texts, phone calls, and guiding students through the enrollment process. This clear division of responsibilities ensures that recruiters can concentrate on sourcing new students, while the Enrollment Team provides seamless support to students as they transition into their new educational journey.

#### **ADMISSIONS HUB/ RESIDENCY:**

The physical hub space is dated and needs an upgrade to better support students and to provide an adequate work environment for staff. Additional staff to support residency efforts. Currently the Admission Hub helps supplement much of the residency work in collecting and uploading documents to help the residency coordinator focus on processing and reclassifying. Additional staff would help streamline and quicken the process for students.

With PWC creating a new "technical skill" compensation structure the processing teams work has changed and their knowledge, skills and abilities should be looked at with the technical skill compensation in mind.

#### **PROCESSING/CRM MANAGER:**

The Office of Admissions has recently upgraded to a full Sandbox for the CRM and increased the number of licenses for prospective students. Currently, the team feels they are managing well with the existing resources but would welcome an additional staff member as indicated above. With the implementation of the CRM software, the responsibilities of the processing team have increasingly moved away from being largely manual data entry to tasks requiring more technical and error resolution skills. The Director of Admissions is initiating the process of requesting additional funding to support moving all the Admissions Processor Specialist positions to the new technical skills compensation structure.

## RELATIONSHIP WITH OTHER FUNCTIONAL UNITS IN SLCC

### OVERVIEW OF RELATIONSHIPS WITH OTHER SLCC DEPARTMENTS

#### RECRUITMENT:

The recruitment team actively engages and collaborates with multiple departments at SLCC to enhance enrollment, streamline registration processes, organize events, and provide general information. The recruitment team engages regularly with a range of departments including: SEEA, OSS, SLTC, CE, Financial Aid, OIT, International Student Services (ISS), Career Services, ORAR, Academic Advising, Testing Services, Veterans Services, the Dream Center, Bursar's Office, the Academic Programs, the Thayne Center, Accessibility and Disability Services, Athletics, Workforce Training & Education, the English as a Second Language department, and the Center for Health and Counseling.

#### ADMISSIONS HUB/ RESIDENCY:

The Hub collaborates regularly with student-facing offices like the Contact Center, Help Desk, ISS, Academic Advising, OSS, Athletics and ORAR. These departments assist with enrollment, registration, and general inquiries, often referring students to the Admissions Hub for admissions, residency, and registration questions. Efforts are underway to improve strained relations with Academic Advising by clarifying form responsibilities and processing areas. The Residency Coordinator maintains communication with several offices, including Financial Aid, the Bursar's Office, and ORAR, to ensure correct tuition fees. Major efforts with Veterans Services, the Dream Center, and SEEA aim to streamline information for students qualifying for various residency exemptions and other policies, reducing confusion and frustration.

#### PROCESSING/CRM MANAGER:

The processing team collaborates frequently with many other departments at SLCC, including but not limited to the Contact Center, ISS, ORAR, OSS, Academic Advising, SLTC, OIT, PEP, Bursar's Office, Financial Aid, CE, Professional Development, and Health Sciences. At times, misunderstandings and differences of opinion may be encountered, but issues are resolved effectively.

### COLLABORATION WITH OTHER DEPARTMENTS TO ADVANCE SLCC STRATEGIC GOALS

The Office of Admissions establishes collaborative relationships with various departments to streamline the enrollment process, enhance brand recognition, and attract prospective students to SLCC's programs and campus community. Below are examples of partnerships:

- Admissions partners with OSS to provide spring orientations for Granite and Salt Lake City School District high schools, helping seniors who might not engage with SLCC due to transportation or other commitments.
- To expand services in the South Region, Bruin Support Days is being piloted to assist seniors transitioning to SLCC with Fall and Spring sessions on orientation, testing, application updates, and scholarship guidance.
- The ESL Open House supports prospective ESL students with admissions, orientation, and course registration. Mini sessions answer questions and provide support. Open to all students, this event also involves other departments including OSS, ISS, Academic Advising, SLTC and Testing Services.
- The Admissions team collaborates with the CE Office to support CE Advising. They strengthen relationships with high schools by assisting with the CE advising plan and collecting feedback to improve processes for CE students. Additionally, the Admissions team works with the CE Office to promote the CE transition waivers, and CE Admissions updates.

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- Campus Programming: SEEA: Multicultural Student Conference. OSS and SEEA: First-Generation Student Conference. Various academic and student support services: High School Counselor & Community Partner Conference and Explore SLCC.
- Collaborate with other Student Affairs Offices for “Rush Hub” to create a one-stop location for students who need help with enrollment processes the first few days of each semester.
- Collaborate with Health Science with the new Selective Admissions Application Portal in ERx.
- Admissions and the Contact Center created a Microsoft Teams group chat to enable direct issue resolution, reducing the need to transfer student phone calls.
- Admissions and Campus and Site Services established a Microsoft Teams group chat to facilitate direct issue resolution, reducing the need for students to visit their office or contact another department on a different campus location.
- Admissions Processors and ORAR Records Management hold a monthly meeting and have a Microsoft Teams group chat to communicate and coordinate changes in student records procedures and to facilitate student records issue resolution.
- The Admissions team collaborates with IMC to create targeted email campaigns aimed at boosting student enrollment.

## ORGANIZATIONAL OBSTACLES TO IMPLEMENTING DEPARTMENTAL INITIATIVES

### RECRUITMENT:

- Many SLCC departments think the admissions process can be sped up without realizing that backend processes that need to be completed. Unrealistic timelines provided by various offices lead to student misunderstandings and frustration about their admissions status to SLCC.
- The Admissions Office is crucial for recruiting students to SLCC, but disjointed procedures from other offices hinder its efforts. While partnerships are valued, complex processes negatively impact the student experience. Consequently, Admissions is often tasked with explaining other departments' processes, and creating resources for students, significantly increasing advisors' workload.
- Limited funding for new initiatives may restrict the ability to implement advanced tools, hire additional staff, or provide necessary training for the Recruitment Team.
- Economic conditions, changes in higher education policies, or demographic shifts in the applicant pool can create external challenges to recruitment efforts.

### ADMISSIONS HUB/RESIDENCY:

- USHE Policy R512 is a comprehensive policy but it is impossible to foresee and legislate every situation. Often there is little direction from USHE for unique situations.
- Assisting students with HB 102 often demands extensive knowledge of US immigration practices and policies, which can be challenging for the organization to fully comprehend.



#### PROCESSING/CRM MANAGER:

- Limited OIT resources and competing priorities often delay the timely completion of OIT Banner requests.
- The increase in fraudulent applications prevents the CRM Manager from focusing on other initiatives that could improve the student application process.

### PEER AND BEST PRACTICE COMPARISONS

#### COMPARISON OF PROGRAMS AND SERVICES WITH THOSE AT PEER INSTITUTIONS AND NATIONAL BEST PRACTICES

SLCC, the only comprehensive community college in Utah, compares itself to Central Piedmont Community College (CPCC) in Charlotte, North Carolina. CPCC offers nearly 300 degree, diploma, and certification programs, including AA, AS, and AAS degrees, as well as technical and vocational training in fields like Automotive Systems Technology, Culinary Arts, and Nursing. They also provide continuing education courses for personal enrichment, professional development, and workforce training. Both CPCC and SLCC focus on student success through robust programs and services, emphasizing technical and vocational training, comprehensive support services, equity and inclusion, and efficient transfer pathways.

#### KEY DIFFERENCES:

- **Program Focus-** Both colleges offer diverse programs, with SLCC emphasizing transfer programs and CPCC providing extensive continuing education and workforce training options.
- **Residency Determination-** North Carolina uses a centralized service called the Residency Determination Service (RDS) to determine residency for students applying to its public colleges and universities. This service ensures consistency in residency status across all institutions in the state. In contrast, SLCC determines residency for its students independently, using its own criteria and processes for establishing whether a student qualifies for in state or out-of-state tuition.

#### APPLICATION PROCESS:

Both SLCC and CPCC offer fully online application processes through their websites, where prospective students can find information on deadlines and required documents. SLCC provides individualized support through one-on-one advising, virtual and in-person campus tours, and personalized help with application steps, registration, and orientation. CPCC uses Student Success Navigators for similar support and offers specific assistance for veterans and international students.

#### STUDENT DEMOGRAPHICS:

SLCC has an annualized FTE of 40,485 students. The College serves a diverse student body, with nearly 30% identifying as non-white. The largest minority group is Hispanic or Latino students, making up 26.1% of the population. The gender ratio is 54.5% female and 45.4% male, and the median age of is 24.8 years. Nearly 50% of the student population at SLCC are first generation college students.

CPCC has a total enrollment of approximately 17,694 students and a diverse student body, with 48% identifying as non-white. The largest minority group is Black or African American students, making up 28% of the population. The gender ratio is 58% female and 42% male. CPCC also has significant age diversity, with 45.65% of students being traditional college age (18-21).

## SIMILARITIES AND DIFFERENCES:

- Both colleges offer robust online application processes, personalized support services, and support for diverse and underrepresented student groups. They are committed to providing accessible and supportive educational environments, each with unique characteristics tailored to their specific student populations.
- SLCC has a larger student population than CPCC. SLCC has a higher percentage of Hispanic or Latino students, while CPCC has more Black or African American students. CPCC has a slightly higher percentage of female students and greater age diversity, with many students being older than the traditional college age.
- Both institutions prioritize equity, but SLCC explicitly includes achieving equity in student participation and completion as a core goal, whereas CPCC integrates equity into its broader goals of student success and organizational culture.

## NATIONAL BEST PRACTICES:

- **Student-Centered Support-** Providing comprehensive support services, including academic advising, mental health counseling, and career services, to enhance student success.
- **Equity and Inclusion-** Implementing programs that promote diversity, equity, and inclusion, ensuring all students have access to resources and opportunities.
- **Transfer Pathways-** Creating clear and efficient transfer pathways to four-year institutions to facilitate student progression and degree completion.
- **Technology Integration-** Utilizing technology to enhance learning experiences and provide flexible learning options, such as online courses and virtual advising.
- **Data-Driven Decision Making-** Using data to inform program development and improve student outcome.

## IMPACT ON STUDENTS

### DESCRIPTION OF DEPARTMENTAL IMPACT ON STUDENTS

The Office of Admissions is committed to creating inclusive pathways for students from diverse backgrounds to pursue higher education. By removing application costs for in-state students as well as the High School Diploma/GED requirement for acceptance, Admissions aims to eliminate barriers to entry. They continually seek new ways to support and guide students through the enrollment process. Their goals include increasing enrollment by nurturing existing partnerships and identifying new opportunities to expand recruitment efforts.

The Admissions Hub sees a monthly average of 1,112 in-person visits, 1,013 phone calls, and 1,435 emails. These are prospective and current students, parents, and other community members seeking help navigate different institution processes. The Hub strives to help find answers and solutions to every interaction.

Cost of attendance can have a direct impact on student retention. Students who qualify for residency pay a much lower tuition rate. Having a team that understands USHE Policy R512, including HB 144 and HB 102, helps students navigate the residency reclassification processes with confidence and ease. The department strives to make the process accessible to all students. The goal is ensuring students are classified correctly in compliance with USHE policy.

Every student must apply for admission, and for many students this process is their first experience at SLCC or with higher education in general. The goal is to make the application process as quick and easy as possible for every

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student, while also maintaining data integrity and confidentiality of student records. The team strives to provide excellent customer service to students, their families, faculty, and staff.

## SUMMARIZE CONCLUSIONS FROM THE SELF-STUDY

The recruitment efforts of the Office of Admissions have several notable strengths. The recruitment team actively engages with K-12 and community partners to attract prospective students. They conduct high school presentations, participate in community events, provide campus tours, and organize on-campus programming for prospective students. Additionally, admissions advisors assist CE students in applying and transitioning to SLCC, providing academic advising after admission to ensure a smooth transition. Recruitment territories have been established, significantly expanding SLCC's reach, and admissions advisors have been relocated to various campus sites to enhance accessibility and support for prospective students. These efforts have contributed to a 29.9% increase in applications from Fall 2023 to Fall 2024, highlighting the effectiveness of enhanced recruitment strategies.

However, there are areas for improvement. The current CE application process lacks key elements like the program of study and residency information. Addressing these gaps will streamline the transition for CE students and ensure all necessary information is captured. The recruitment team also faces several challenges. High turnover rates due to non-competitive pay and high living costs in Salt Lake City pose a significant challenge in retaining staff. Admissions Advisors are tasked with multiple responsibilities, which can scatter focus and hinder efficiency. Furthermore, the current physical space is not ideal for tours and private advising, requiring creative solutions to improve the work environment and support for staff and students.

To address these challenges and improve recruitment efforts, several recommendations have been made. Simplifying the application process and gathering feedback from applicants can help make necessary adjustments. Investing in user-friendly admissions software and utilizing data analytics can improve decision-making and target recruitment efforts more effectively. Building strong relationships with high schools and local employers can create a pipeline of prepared students, and expanding CE programs and promoting CE Scholarships can increase post-graduation transitions. Regularly assessing recruitment efforts using data analytics and surveys can help make informed adjustments, and staying current with higher education recruitment trends can ensure the adoption of new technologies or methodologies as needed. These conclusions emphasize the importance of enhancing accessibility, leveraging technology, improving processes, and building strong partnerships to support student enrollment and success at SLCC.

The Hub and Residency are an important part of the Office of Admissions, ensuring efficient communication and support for students. Despite being a small team, they manage a significant workload, including handling residency reclassification and general admissions inquiries. The Hub's efforts in maintaining timely responses and leveraging technology like Salesforce and Banner are crucial for student support.

However, there are challenges such as staffing issues and the need for physical space upgrades. Improving interaction tracking, standardizing responses, and enhancing outreach to non-resident students are areas identified for further development. Overall, the Hub's role is essential in helping students navigate the admissions process and ensuring they are correctly classified for tuition purposes, which can impact student retention positively.

The processing team works well together to provide an efficient and effective admissions application process here at SLCC. They collaborate with many departments across campus to make the student experience as seamless as possible and currently have the needed resources to successfully perform their functions but could use an additional team member to support the fraudulent application workload.

## ANALYSIS AND REFLECTION ON CHALLENGES AND AREAS FOR IMPROVEMENT

SLCC's Office of Admissions faces several challenges, including limited staff resources, dual responsibilities for High School Recruitment advisors, and internal partner challenges that complicate enrollment processes. These issues

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hinder the expansion of recruitment services and the ability to meet growing enrollment targets. Enhancing marketing efforts, simplifying the application process, and focusing on retention could improve recruitment and retention rates. Leveraging data and analytics would also help target recruitment efforts and allocate resources more effectively.

The Admissions Hub faces staffing issues and communication gaps with other departments, causing delays in student inquiries and residency reclassifications. Despite these challenges, the Hub strives to maintain timely communication and support. Improvements could include better interaction tracking, standardized responses, increased outreach to non-resident students, and hiring more staff. Upgrading the physical space and enhancing interdepartmental collaboration would also help. Efficient use of ERx CRM and Banner is crucial for data accuracy and distributing responsibilities among staff.

## POTENTIAL GOALS AND ACTION STEPS FOR DEPARTMENTAL IMPROVEMENTS

**Improve the Admissions Process-** Review and simplify the application process to reduce barriers for prospective students, particularly focusing on the admissions update process. Additionally, implement a system for gathering feedback from applicants about their admissions experience and make necessary adjustments based on this feedback.

**Leverage Technology for Efficiency-** Utilize current admissions software to simplify applications and tracking. Develop an online portal with resources, FAQs, and virtual tours for prospective students. Utilize data analytics to monitor admissions trends and improve decision-making. Tailor messaging to highlight flexible scheduling, career-oriented programs, and opportunities for working adults. Promote flexible and hybrid learning options, ensuring online programs offer the same support, engagement, and networking opportunities as on-campus offerings. Additionally, address MySLCC login issues to ensure a seamless experience for students accessing their accounts and resources.

**Strengthen Partnerships with High Schools-** Creating strong relationships with local high schools can build a pipeline of students prepared for SLCC's programs. Action steps include expanding CE programs for high school students to earn college credit, providing high school counselors with updated materials about SLCC's benefits, and promoting CE Scholarships to increase post-graduation transitions.

**Measure and Analyze Recruitment Effectiveness-** Regularly assessing recruitment efforts ensures continuous improvement. Action steps include; using data analytics to measure key metrics like website traffic and application rates, conducting surveys to understand why students choose SLCC and any barriers they face, and setting quarterly or semi-annual reviews to evaluate and adjust strategies. Staying current with higher education recruitment trends and adopting new technologies or methodologies as needed is also essential. By focusing on improving awareness, engagement, application processes, partnerships, and using data-driven insights, SLCC can strengthen its recruitment efforts and increase enrollment. A holistic approach that combines outreach, streamlined processes, personalized experiences, and targeted engagement strategies will help SLCC attract a diverse and talented student body.

**Student Tracking-** Implement improved systems for tracking student interactions to generate accurate reports and better understand student needs. Develop standardized responses and procedures for consistent support, especially for virtual interactions. Enhance timely outreach to non-resident students about the reclassification process and required documents and proactively contact students about missing documentation to prevent delays. Foster stronger relationships and clearer communication with other departments to streamline processes and reduce confusion.

**Update Application Portal and Processing-** Update CRM logic to reduce manual processes and errors in admissions application coding. Revamp the Admissions Application Portals using new ERx templates and create automated communications for application errors. Conduct cross-training for better team collaboration during busy



periods, promptly review potential fraudulent applications, and work closely with Student Affairs and OIT to prioritize projects.

## WAYS THE DEPARTMENT CAN ADVANCE SLCC MISSION, VISION, VALUES, AND GOALS

The Admissions Department plays a crucial role in advancing the mission, vision, values, and goals of SLCC. Here are several ways they contribute:

- **Promoting Accessibility and Inclusivity**
  - Strategic recruitment to underserved communities and maximizing the use of resources to increase brand awareness within territories.
  - Offering presentations and resources for prospective students.
- **Enhancing Communication and Engagement**
  - Developing clear, user-friendly communication strategies that highlight SLCC's mission and values.
  - Utilizing social media and online platforms to engage prospective students and share success stories.
  - Continually update text message and email campaigns to prospective and newly admitted students.
- **Streamlining the Admissions Process**
  - Creating a seamless and efficient application process that aligns with the College's values of accessibility and support.
  - Implementing technological solutions to simplify the application experience.
- **Collaborating with Academic Departments**
  - Working closely with faculty to promote specific programs that align with the College's goals.
  - Hosting Admissions events that showcase academic offerings and student success.
  - Prioritize interdepartmental communication on changes and essential information to foster a more supportive environment.
- **Collaborating with other Student Affairs Departments**
  - Continue to participate in regularly scheduled and ad hoc meetings with other departments.
  - Hold regular trainings to update other departmental staff on changes to admissions policies and procedures.
  - Provide staffing during regular day and evening hours to assist with admissions application questions and errors.
- **Building Community Partnerships**
  - Establishing partnerships with local high schools, businesses, and organizations to create career pathways for prospective students.
  - Collaborating with community organizations to increase awareness of SLCC's offerings.
  - Provide excellent customer service to prospective students and schools, businesses and organizations supporting the students as they navigate the admissions application process.

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- **Monitoring and Assessing Effectiveness**
  - Regularly evaluating Admissions strategies and outcomes to ensure alignment with SLCC's mission and goals.
  - Using data analytics to track trends and improve outreach efforts.
- **Providing Comprehensive Support Services**
  - Offering personalized advising to assist students through the Admissions process.
  - Ensuring that resources for financial aid and scholarships are clearly communicated and accessible.
  - Improving communication, timely responses by leveraging technology and standardizing practices.

