

# **Faculty Senate Ad Hoc Recruitment and Retention Committee (RRC)**

2023 / 2024

November 21, 2023  
**Fall 2023 Preliminary Report**

# RRC Subcommittees (23 members)

## Institutional Organization for Enhanced Recruitment



Prof. D. Bazett-Jones  
Athletic Training



Prof. G. Insch  
Management



Prof. J. Martin  
Libraries



Prof. Sarah Long  
Athletic Training



T. Phares  
Bioengineering

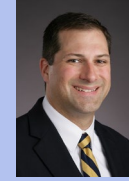
## Recruitment Events



Prof. K. Green  
Accounting



Prof. M. Heben  
Physics



Dr. T. Rhodes  
Music



Prof. A. Ray  
Physics

## New Programs, Incentives & Relationships



B. Bosch  
Engineering



Prof. F. Ahrens  
Info. Operations & Tech. Mgmt.



Prof. L. Lewin  
Nursing

## Advertising and Value Proposition



Prof. A. Nadarajah  
Bioengineering



Prof. A. Prior  
Humanities



Prof. M. Elahinia  
MIME



Prof. B. Miner  
Dept. of Art



Prof. R. Suliman  
Business

## Retention



Prof. L. Kovach  
Education



Prof. S. Robinson  
Mathematics



Prof. M. Seegert  
Pharmacy



Prof. A. Spivak  
Civil Engineering

## RRC Committee Co-chairs



Prof. T. Avidor-Reiss  
Biology



Prof. Y. Lapitsky  
Chemical Engineering

# Summary of RRC Responsibilities

- Review UToledo's past and present recruitment and retention practices
- Benchmark other universities' student recruitment and retention practices
- Identify opportunities to enhance UToledo faculty involvement in the student recruitment and retention process
- Define metrics for faculty involvement in student recruitment and retention
- Advise University Administrators on the resources needed to enhance collaboration with faculty on recruitment and retention

# Summary of RRC Responsibilities

- Review UToledo's past and present recruitment and retention practices

- Benchmark other universities' student recruitment and retention practices

## **Spring 2023 RRC Report (34 pages)**

- - 1) Analyzed the problems underlying UToledo's recent decline in enrollment
  - 2) Offered ~60 recommendations for improving UToledo's recruitment and retention outcomes
- Develop methods for faculty involvement in student recruitment and retention
- Advise University Administrators on the resources needed to enhance collaboration with faculty on recruitment and retention

# **Starting point: The Administration's response to the RRC 2023 spring report**

President Postel has indicated again and again, both publicly and privately with RRC members, that the RRC's work is of very high quality and is being taken seriously by the Administration

# UToledo Administration responded to all (~60) major recommendations in the AY 22/23 report

## The short answers were provided by:

- President, Board of Trustees (BOT), and Senior Leadership Team (SLT) information:
  - President Postel ([gregory.postel@utoledo.edu](mailto:gregory.postel@utoledo.edu))
  - Diane Miller ([diane.miller2@utoledo.edu](mailto:diane.miller2@utoledo.edu))
- Academic Affairs information:
  - Risa Dickson ([risa.dickson@utoledo.edu](mailto:risa.dickson@utoledo.edu))
  - Angela Paprocki ([angela.paprocki@utoledo.edu](mailto:angela.paprocki@utoledo.edu))
- Enrollment Management and Financial Aid information:
  - Dave Meredith ([david.meredith@utoledo.edu](mailto:david.meredith@utoledo.edu))
- Marketing and Communications information:
  - Meghan Cunningham ([meghan.cunningham@utoledo.edu](mailto:meghan.cunningham@utoledo.edu))
- Finance information (also Park UToledo):
  - Matt Schroeder ([matt.schroeder@utoledo.edu](mailto:matt.schroeder@utoledo.edu))
  - Mike Dennis ([michael.dennis5@utoledo.edu](mailto:michael.dennis5@utoledo.edu))
- Student Affairs information:
  - Sammy Spann ([sammy.spann@utoledo.edu](mailto:sammy.spann@utoledo.edu))
  - Sara Clark ([sara.clark2@utoledo.edu](mailto:sara.clark2@utoledo.edu))

## The responses were divided into three categories:

Things the UToledo Administration is already doing (and the responsible party)

Things the UToledo Administration is considering or planning on doing (and the responsible party)

Things that don't fit UToledo and why

# This Semester's Activities

- RCC members met with administrators (from the level of Deans and Vice Presidents and up) to discuss the implementation of the RRC's recommendations
- In doing so, we looked to learn:
  - 1) Which of the recommendations have been implemented, how were they implemented, what were the outcomes, and how further progress can be made
  - 2) Which of the recommendations do the UToledo administrators plan to implement, how do they plan to implement them, and how can they be improved
  - 3) Which recommendations do they disagree with, and whether their disagreement is well-founded (*and if it is well-founded, should the recommendations be refined or discarded*)
  - 4) Identify implementation barriers that the faculty and staff can help overcome and provide a plan to do so
- Based on this feedback, we are refining RRC recommendations, continuing to advise the administration on their implementation, and preparing a report on what the Administration did in response to last year's RRC recommendations

# RRC Timeline

## Committee-wide Fall 2023 meetings:

*There were also many subcommittee meetings throughout the semester*

- Tuesday, September 5
  - Deliverables: Review of RRC mission goals, the Administration's response to the RRC report, and plans for the fall semester
- Wednesday, September 20
  - Deliverables: Review of the Administration's report response and prioritization of subcommittee tasks
- Tuesday, October 3
  - Deliverables: Informal report on the initial contact with the cognizant administrators
- Wednesday, October 18
  - Deliverables: Progress reports on accomplishments and challenges and new ideas for next steps
- Tuesday, October 31
  - Deliverables: Progress reports on accomplishments and challenges and new ideas for next steps
- Wednesday, November 8 – Summary of our fall findings
  - Deliverables: Preliminary subcommittee reports
- **Tuesday, November 21 – Faculty Senate presentation (Today)**



# **Initial Findings and Action Items**

# Fall 2023 main recommendation

## Break down silos and align responsibility with authority

- The UToledo must **declare solving the enrollment crisis its top priority**
- To this end, **the RRC recommends that one of UToledo's high-level administrators (i.e., the provost or Executive Vice President for Enrollment) would have the authority to govern all aspects related to this effort**
- **This administrator will direct all offices related to student recruitment and experience (outside of academics and athletics), including Enrollment Management, Marketing and Communication, Parking and Transportation Services, Dining Services, and others, which often work in silos**
- **To support their efforts, we propose to form a student and faculty advisory board that will aid in the continuous improvement of UToledo's recruitment and retention efforts**

### Positive Response

UToledo's Administration is now considering expanding the Provost's responsibility to include enrollment — an important step toward creating **one central authority** to govern all aspects of this effort

Also, the Administration has created several committees in an effort to **break down silos**

UToledo is yet to develop a **student and faculty advisory board**

# RRC was invited to serve on several University-wide committees (w/ mixed outcomes due to slow reaction)

- **Art & Science Group, LLC:** Findings: A unified marketing campaign with the theme of "Innovation and creativity in teaching" bullet on the foundation of the "university for all" theme can increase UToledo enrolment by over 80%. *The Administration has been slow to act on these recommendations and appears to be taking the easier, less impactful route*  
(Led by Dave Meredith, Vice President for Enrollment Management)  
Recommendation: Share the group's full report with the Faculty Senate and RRC
- **ACE Meetings** = Recruitment: Monthly – Discuss recruitment events and activities  
(Led by Christy Sevier, Assistant Vice President, Undergraduate Admissions)  
Recommendation: Increase meeting frequency and College-Administration dialogue
- **Roundtable** = Retention: Biweekly - Discuss retention initiatives  
RRC introduced proposals regarding (1) student retention training for faculty and (2) better utilization of faculty in recruitment and retention efforts  
(Led by Angela Paprocki, Associate Vice Provost for Institutional Effectiveness)
- **Enrollment Diagnostic**: A 10-week project to coordinate all activity related to enrollment  
(Led by Huron Consulting Group, President Postel)  
Recommendation: Should interview all RRC subcommittee chairs

# Notably Cooperative Administrators

**Scott Molitor**

*Interim Provost*



- Highly responsive to faculty concerns on the implementation of the Arts and Science Group's recommendations (and other faculty concerns)
- Responds quickly and willing to engage with faculty and students
- Provides in-depth answers

**Mary Humphrys**

*Acting Vice Provost of Academic Affairs*



- Supportive of students and faculty
- Highly knowledgeable
- Participates in multiple recruitment- and retention-related efforts

# Ongoing Challenges

- 1) UToledo is slow in adopting recommendations (both from the RRC and external consultants)
- 2) Enrollment Management communication with faculty remains unreliable
- 3) Administrative offices remain siloed

# Subcommittee 1: **Institutional Organization for Enhanced Recruitment**

- Recommendation Investigated:

Appoint a Faculty, Staff, and Student Recruitment and Retention Advisory Board to aid and advise the Chief Enrollment Officer in the continuous improvement of UToledo's recruitment and retention efforts

- Initial Administration Response:

- This group — the Academic Committee for Enrollment (ACE) — already exists and:
  - Has representatives from each College and related campus offices
  - Informs College representatives on recruitment-related opportunity/activities
- Academic Affairs is reorganizing the University Retention Committee (now called “Roundtable”)
- RRC participation on these committees is welcome

# Subcommittee 1:

## Institutional Organization for Enhanced Recruitment

- Methods Used:

- RRC representatives have been added to both ACE and Roundtable
- Subcommittee members interviewed College representatives serving on the ACE on their experiences

- RRC's Key Preliminary Findings/Recommendations:

- The purpose of the ACE was generally to allow administrators and College representatives to meet and share information regarding recruitment efforts
- Sharing of information with College personnel still relies on a single ACE representative with little guidance on expectations regarding information sharing (which produces inconsistent results)
- ACE provides top-down communication; does not function as an Advisory Board
- To improve outcomes:
  - 1) Organizational/information flow charts (at both University and College levels) should be developed and disseminated
  - 2) Enrollment-related efforts should be communicated *directly* to faculty and staff (via EM/faculty meetings and access to the Enrollment 101 site/portal)
  - 3) Establish systematic mechanisms for feedback from Colleges and academic programs
    - E.g., Dedicate portions of ACE meetings to this feedback and discussing outcomes from discussions/action items from previous meetings

# Subcommittee 2: Recruitment Events

- Recommendations Investigated:

- 1) Reallocation of financial resources toward critical recruitment efforts, including college-based recruiters, campus tours/experience days, university website improvements, and advertisement
- 2) Increase incentives for UToledo tour guides and student recruitment event volunteers
- 3) Schedule tours/recruiting events at times that increase UToledo student and faculty availability

- Initial Administration Response:

Working in conjunction with ACE, the quality of experience at these events has improved greatly over the past 12-18 months:

- Colleges have more time to highlight their programs and facilities
- Spent over \$5,000 for more signage to help guests navigate
- The program web pages have been improved

One of the ACE's goals is to help identify and recruit strong students to work in these roles and we welcome help recruiting students to serve as tour guides from others

Traditionally, recruiting events were held on Saturdays. We have experimented with Friday events, but Saturdays work better due to space issues within the Colleges



# Subcommittee 2: Recruitment Events

- Methods Used:

- Met with UToledo administrators: Christy Sevier (Assistant VP of Undergrad Admissions), Barbara Kopp Miller (Associate Vice Provost for UToledo Online), Drew Saltzstein (Coordinator of Online Services)
- Will meet with TPS Superintendent, Dr. Romules Durant, to get his perspective on the quality of UToledo's engagement of TPS students

- RRC's Key Preliminary Findings/Recommendations:

- Even at \$15 – 17/hr pay, students are not interested in serving as tour guides; administration needs help identifying student organizations that can help
- Student success stories needed for recruitment are not getting to Enrollment Management and faculty do not know about this
- Marketing to online students is being ramped up through videos on YouTube and social media (MarComm says videos on UToledo website are not watched); these will likely go live mid-next year

- To improve outcomes:

- 1) Improve communication between Enrollment Management/MarComm and faculty and staff
- 2) Provide a central portal for submission of student success stories by faculty (e.g., under myUT)
- 3) Extend faculty participation in recruitment events to virtual meetings with prospective online students

## **Subcommittee 3:**

### **New Program, Incentive, and Relationship Development**

- **Recommendations Investigated:**

- 1) Improve access to College Credit Plus (CCP) coursework for area educational partners
- 2) Strengthening Department-Level Engagement with Community Colleges and High Schools
- 3) Reduce student fees for online students\*

- **Initial Administration Response:**

- CCP is a complex effort requiring the partnership of Admissions, the University College, and the department offering the course. Because UToledo has more rigid interpretation requirements for certifying high school teachers than other universities, we are losing CCP students
- The Transfer Center is working on agreements with Colleges; however, community college enrollments have declined steeply and ODHE data shows that most community college graduates prefer to enter the workforce rather than transfer to 4-year schools.
- The Administration wants to reduce fees for online students but has yet to identify an implementation pathway.

\* New recommendation from Fall 2023

## Subcommittee 3:

### **New Program, Incentive, and Relationship Development**

- Methods Used:

- Discussions with local school district Administrators and students, Program Directors, Department Chairs, and Administrators at UToledo

- RRC's Key Preliminary Findings / Recommendations:

- The administration has failed to reach a consensus on how to proceed with CCP
- There is an insufficient campaign to make transfer from community colleges visible and attractive to prospective students (partly due to a false perception that career-focused technical education is better than a university education)
- Currently, online students must pay for student services that they do not use as adult learners (\$100/per credit hour). This hurts our competitiveness

To improve outcomes:

- 1) Prioritize implementing a credential/certificate program for K-12 educators to become qualified to teach CCP courses from UToledo and allow departments more freedom and flexibility to approve instructors and programs in CCP at the K-12 level
- 2) Develop a grassroots approach that empowers individual departments to engage with local educational institutions utilizing faculty to act as liaisons with community colleges
- 3) Develop a more detailed itemization of fees that would allow online students to select from a “menu” of student services (e.g., online library access) and only pay for what they need

# Subcommittee 4: **Advertising and Value Proposition**

- Recommendations Investigated:

- 1) Implementing a hybrid recruitment effort, both University-level and College-specific with a unified value proposition message
- 2) Use a University-wide and College-specific value proposition (called the PPP Plan) based on three components: Practical, Partnership, and Place
- 3) The plan should be distributed to faculty and recruiters for use and continued improvement

- Initial Administration Response:

The Administration positions on this recommendation is strikingly different and appear to be based on two principles:

- 1) Their recruiting strategy is placing contracted recruiters in targeted cities such as Chicago, New York, and Dallas
- 2) They aim keeping costs as low as possible by relying primarily on electronic communications and social media strategies

# Subcommittee 4: Advertising and Value Proposition

- Methods Used:

Communication with administrators at the level of Vice President and Deans

- Key Preliminary RRC Findings/Recommendations:

We suggests to collaborate with the Administration to *pilot an RRC-proposed recruitment strategy*

UToledo will recruit faculty in each of the eight Colleges with undergraduate programs for three tasks:

1) Be responsible for two activities:

- College-level follow-up to the centralized recruitment efforts (e.g., 1:15 pm tours)
- Follow up with an email or hand-written letter to each visiting student

2) Visit high schools

3) Develop a visual branding component

RRC will ensure the smooth operation of these three tasks by working closely with the administration and directly with the colleges

UToledo will also set up metrics to carefully assess the outcomes

# Subcommittee 5: Retention

- Recommendations Investigated :

Two main categories

- 1) Remediation activates
- 2) Initial response to struggling students

- Initial Administration Response:    **Remediation activities**

- 1) We do not offer remedial coursework but have had success with co-remediation
- 2) Reconstituting Academic Affairs retention committee to coordinate and share best practices (and include colleges specialists)

- Methods Used:

- Collected data on Alex Spivak's pilot remediation program with engineering
- Survey department chairs to get a clearer understanding of the efforts being made throughout the university

- Key RRC Preliminary Findings / Recommendations:

Data collection in progress

- Barriers to Implementation

Department chairs are often time restricted

# Initial response to struggling students

- Initial Administration Response:

- 1) Faculty could utilize Starfish to identify struggling students and direct them to University resources such as the Writing Center
- 2) Looking for new innovative approaches that do not required additional staff

- Methods Used:

Reached out to Julie Fisher-Kinney and inquire how the loss of the success coaches would be handled

- Key Preliminary RRC Findings / Recommendations:

- 1) Early alert systems are set up to have automated emails sent to students with links to specific resources
- 2) Julie Fisher-Kinney will **personally reach out** to students that have more than three flags in the early alert system
- 3) Faculty and advisors need to be more aware of struggling students and improve communication with them
- 4) Email fatigue happens quickly. Setting up alternative methods such as text messaging and Blackboard Announcements may help

- Barriers to Implementation

Faculty and advisors have larger workloads and are increasingly feeling overwhelmed at the current environment

# Overall Summary of the Major Findings and Recommendations

- Overall RRC Findings:

- President Postel values the RRC recommendations
- UToledo administration has slowly reacted to last year's RRC recommendations, establishing some potential changes to administrations and establishing three new committees to break the silos
- UToledo has a rigid interpretation of rules, a low level of creativity, and a fear of innovation in troubleshooting bureaucratic challenges (e.g., the CCP issue)
- The retention of struggling students is complicated by limited resources and now depends more heavily on faculty

- Overall RRC Recommendations:

- Expand mechanisms for bottom-up Faculty/Administration communication on enrollment-related issues (e.g., via a revised ACE format)
- RRC proposes to pilot a *faculty outreach program*, enhancing 1:15 visits, and advertising UToledo in local schools



# Questions for the RRC?

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Athletic Training



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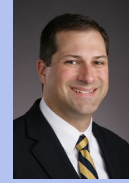
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## Retention



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