

2019 Recruitment Summit

Nationwide & Ohio Farm Bureau Center Auditorium, June 14, 2019, noon to 4:30 p.m.

Purpose:

To bring together recruitment leaders, practitioners and stakeholders from across campus to brainstorm opportunities for Ohio State to become more successful in the recruitment of talented, students, particularly URMs, first-generation and low income students.

Executive sponsors:

- **Javaune Adams-Gaston**, Senior Vice President for Student Life
- **Alicia Bertone**, Vice Provost for Graduate Studies, Dean of the Graduate School
- **Beth Hume**, Vice Provost for Student Academic Success, Dean of Undergraduate Education
- **James Moore III**, Vice Provost for Diversity and Inclusion, Chief Diversity Officer, Executive Director of the Bell Resource Center
- **Gene Smith**, Senior Vice President, Wolfe Foundation Endowed Athletics Director

Agenda:

- Noon **WELCOME AND OPENING REMARKS**
Bruce A. McPherson, executive vice president and provost
- 12:15 p.m. **DATA SNAPSHOT – WHY WE ARE HERE**
Beth Hume, vice provost for Student Academic Success, dean of Undergraduate Education
- 12:30 p.m. **STUDENT PERSPECTIVES ON RECRUITMENT**
Moderated by Matt Couch, associate dean, Office of Student Life
- 1:15 p.m. **TED TALKS**
Innovative practices in the recruitment of underserved populations:
- Mark Pantoni, director of player personnel, Department of Athletics
 - Raphael Malbrue, director, Large Animal Experimental Surgery and assistant professor, Department of Preventative Medicine
 - Michael Forrest, director of veterans transition and services, Military and Veterans Services
- 2 p.m. **SHARING CHALLENGES AND BRAINSTORMING OPPORTUNITIES**
Peer-to-peer group discussions
- 3:30 p.m. **REPORT OUT AND NEXT STEPS**
Moderated by Alicia Bertone, vice provost for Graduate Studies and dean of the Graduate School
- 4 p.m. **CLOSING REMARKS AND NEXT STEPS**
President Michael V. Drake, MD, and Beth Hume

OPENING REMARKS

Bruce A. McPheron, executive vice president and provost, thanked all who came and opened with a quote from his annual address to the University Senate this past March.





“It’s important to reiterate that our efforts to improve access and affordability and diversity and inclusion are also efforts to raise our level of excellence. We cannot be the university we aspire to be, we cannot fully serve the people of Ohio and the world without embracing different ideas, voices, and experiences. This is the lifeblood of a university and a source of its greatness.”

Acknowledging that competitive rankings are here to stay, and they do have their place, the provost went on to articulate that when rankings appear to be the metric for success, we miss the more important message that our students’ success is our institution’s success. This success is not so much about competitive scoring as it is about more holistic, collaborative approaches for recruitment, retention, degree completion, career development and reflective assessments over time.

He challenged those in attendance to expand the recruitment pool of talented students to engage a more inclusive population – one that fits with our land-grant mission, our strategic plan and our own good sense. This effort entailed reaching out to a broader, more richly diverse population that reflects our national demographics that would yield us a stellar student population at Ohio State.

The provost then talked about many programs and initiatives that advance our recruitment goals including: Buckeye Opportunity Program, Tuition Guarantee, American Talent Initiative, Strong Start to Finish, University Innovation Alliance, The CLIMB Initiative — Collegiate Leaders in Increasing MoBility, Young Scholars Program, Student Athlete Support Services and more.

INITIATIVE ALIGNMENT

	 AMERICAN TALENT INITIATIVE	 CLIMB INITIATIVE	 STRONG START TO FINISH	 UNIVERSITY INNOVATION ALLIANCE
POPULATIONS OF INTEREST	High-achieving prospective students from low- and moderate-income families	Previously enrolled students, particularly of low socioeconomic status	Historically under-served students in first year of college	Low-income, first generation, and/or students of color
NATIONAL GOALS	50,000 additional graduates by 2025	Study how universities act as engines of intergenerational mobility; influence future financial aid policy	Increase successful completion of English and math in the first year	Eliminate race, socioeconomic status, first generation status as predictors of student success; 68,000 more graduates by 2025
INSTITUTIONS	Approximately 120 institutions with a 70% or higher 6-year graduation rate	All UIA institutions, plus Brown, Harvard, Stanford and more	Universities in a state system (such as ODHE)	11 large, public research universities

Source: Office of Institutional Research and Planning, June 2019
 For further information, contact Julie Carpenter-Hubin, admin-irp@osu.edu

More detail: go.osu.edu/alignment

DATA SNAPSHOT

Beth Hume provided an overview of the current undergraduate recruitment story at Ohio State.

Data from the past five years indicate that we are successfully recruiting and yielding undergraduate students. For the most part, our numbers have steadily increased on all campuses. When focusing in on autumn 2018, the percentage of applicants we ultimately enroll is also pretty consistent across populations we strive to enroll, at 32-34%. (See addendum for handout).

But when we take a closer look at just two of the populations we are focusing on today – URM (underrepresented minority) and low-income – the number of applicants, admits and new students in these groups is a small percent of the total. Without increasing these percentages, we cannot continue to grow the highly sought-after population of talented underserved students who we want to see succeed at our university.

Hume explained that the summit was created as a start to a university-wide conversation about how we can collectively increase these percentages – an opportunity to share best practices and begin to develop a community that encourages more students who have a chance to succeed at Ohio State to apply to Ohio State. A community that also will assess and confirm if applicants can succeed as Buckeyes before admitting them and then urge them to enroll.

And of course once they are enrolled, support them as a community throughout their academic journeys.

STUDENT PERSPECTIVES ON RECRUITMENT

Moderated by Matt Couch, Associate Dean, Office of Student Life

- Leo Perdomo Blanco (undergraduate student)
- Nick Joseph (graduate student)
- Roman Lee (campus change student)
- Pallavi Oruganti (professional student)

During this session, the four panelists discussed how they were recruited to the institution.

They were tasked with responding to the following major questions:

- What “sealed the deal” for you to attend Ohio State?
- What mattered most during the recruitment process?
- What didn’t work well in your view?
- What did you like that other schools did?

The major themes concerned engagement with faculty and their research endeavors, transparency, and early touch points.

Both the graduate and professional students discussed how undergraduate research or the opportunity to do graduate research influenced their decision to attend Ohio State. Faculty engagement during these recruitment experiences was valuable and necessary for sealing the deal for students.

Ohio State’s brand, resources and writing workshops, as well as creating cohorts reflective of the specific unrepresented student experience, were extremely critical to recruiting our undergraduate students. In this regard, finding community and a sense of belonging was instrumental to

connecting all the panelists. In addition, the amount of personalized attention given created a feeling of “being wanted.”

The lack of financial transparency was problematic, such as hidden costs (required iPads for some grad/prof programs). More overt attention to these costs would make decision-making easier.

All of the students had found ways to connect with the institution prior to their admission. Continuing to develop innovative opportunities for institution visits and faculty, staff and student engagement will drive interest as Ohio State as the main choice for students.

One thing other schools did that Ohio State did not was related to alumni presence during interviews. The students enjoyed the opportunity to connect with alums to hear their experiences.

TED-STYLE TALKS

Javaune Adams-Gaston, senior vice president for Student Life, introduced three Ohio State recruitment professionals to share how their innovative practices have increased success in the recruitment of underserved populations:

Using Social Media to Connect to Football Prospects of Generation Z

The presentation of Mark Pantoni, assistant AD – player and personnel Ohio State Football utilized visuals, specifically quick, high-energy videos and pictures to grab the attention of the football recruits he and his team of three utilize in social media recruitment strategies.

Citing statistics such as 95 percent of teens have smart phones, 16-24 year olds spend an average of three hours each day on social media, and their average attention span is eight seconds, Pantoni believes first impressions matter. He created his content to engage the prospective recruit “where he or she is at”, which he claimed makes Ohio State stand out amongst our academic peers and grabs the attention of recruits.

The Only () Kid

Raphael Malbrue, director, Large Animal Experimental Surgery and assistant professor, Department of Preventative Medicine, urged the audience to remember a time when they felt like “the only () kid” and use this to their advantage to recruit underserved populations.

Referencing the College of Veterinary Medicine’s Be the Model Strategic Plan, Malbrue shared how the implementation of targeted recruitment strategies of underrepresented minorities have been successful.

Highlights:

- Demand that staff be the model; hire faculty who care.
- Document policies and require training (implicit bias)
- Do what works (eliminated the GRE from applications; pipeline building; diversity committee)
- Be intentional and sincere
- Create affinity groups and a welcoming community (community of inclusion certificate program)

Veteran and military students

Michael Forrest, director of veteran transition and services, Military and Veterans Services, provided an overview of who these students are and what makes them unique in the recruitment process.

He noted that all students, but especially veterans, should be treated with honesty and respect. Michael explained that most vets are older and should not be lumped in with other 18-year-old recruits. He further communicated that vets would appreciate authenticity and transparency in the recruitment process. Vets will also communicate with other vets about good and bad experiences related to the recruitment process, which will have an impact on their interest in your program.

The best way to recruit vets is to earn and sustain a good reputation as an institution in which they are welcome and can succeed. If they cannot succeed at Ohio State, be honest and direct them to someplace where they can succeed.

SHARING CHALLENGES AND BRAINSTORMING OPPORTUNITIES

Report out and next steps led by Alicia Bertone requested facilitators share 1-3 summary points of their respective topic areas. *Bulleted items below reflect the notes taken at each session.*

Leveraging pre-enrollment and arrival programs

1. Synergize campus-wide recruitment and retention efforts to maximize pre-enrollment/arrival programs' ROI and mitigate program expenses.
2. Use a management system to track all touch points of a student's journey through pre-enrollment and arrival programs
3. Establish data transparency between regional campuses and Columbus campus programs' during a student's academic lifecycle
4. Take inventory and tailor recruitment messages to:
 - Streamline communications and centralize recruitment/retention efforts
 - Assess students' success, overall pre-enrollment process, and impact of the pre-enrollment and arrival programs
 - Increase resources (staff, faculty, student leaders and funds) for bridge programs on both regional campuses and the Columbus campus
 - Increase awareness of availability especially to those who could benefit
 - Collaborate amongst partners to assess, review, measure, and refine student success in the form of timely graduation
 - Support orientation and pre-enrollment programs to maximize student enrollment and undergrad/grad preparation
5. Establish a universal enrollment management system, that communicates with prospects on all campuses involved in pre-enrollment and arrival programs
6. Create and design identity-based pre-enrollment and arrival programs to better establish community amongst marginalized students enrolling into a PWI

Measuring the impact of diversity and inclusion

1. Centrally shared surveys to measure impact and success
2. Open door policies/communications
3. Assessment of changes, funnel trends
 - Remove institutional barriers (GRE, placement tests)
 - Measure climate, resources, and impart
 - Develop strategic plan with universal definitions and goals (performance, hiring, evaluation)
 - Focus is on diversity but not enough inclusion
 - Mine available data to assess success, reassess efforts
 - Utilize STEP program
 - More direct and targeted outreach
 - Specialize visits and/or orientation
 - Build pipelines other than athletics
 - Identify gaps/unwelcoming environments and fix.

Building community partners and participation

1. Find connections to establish partnerships
2. Build relationships and stay engaged
3. Foster best practices hubs (advisory boards on campus)
 - Leverage alumni officers
 - Leverage community service organizations
 - Meet people where they are
 - Sustain long-term and impactful relationships/expand networks
 - Build ambassador network (hometown, alum, faculty, staff, students, community, industry)

Building pipelines

1. Create more pipelines at college and program level
2. Assess current pipelines consistently
3. Meet students where they are (Ohio and non-resident)
 - Serve on boards in the community
 - Hold conferences to recruit 4th-8thgrade students (FFA, CFAES, State Fair, etc.)

- Create strategy and build on it; keep momentum going instead of fits and starts
- Involve regional campuses
- Collaborate efforts across the university; involve faculty
- Develop materials for guidance counselors
- Develop a mobile app – “Pick your Path” – to allow students to explore options and majors

Designing and delivering effective yield events

1. Use student ambassadors; match prospects with students from same geographic area
2. Engage major players (faculty, departments, students, alums)
3. Personalize tours, visits, events
 - Measure impact/success with surveys
 - Hold more high school visits (athletic vs academic model)
 - Increase financial aid (students follow the money)
 - Get them to campus. Make participation tied to scholarship dollars or book stipend or paying for transportation to campus (i.e. gas card, portion of flight reimbursement, etc.)
 - Engage school counselors
 - Build awareness of programs
 - Incorporate hands-on learning experience into yield visit/event

Removing financial barriers

1. Need more aid options and resources for graduate students
2. Address financial challenges for non-resident students
3. Create or offer Financial Literacy programs (earlier)
 - Increase open source/free textbooks
 - Inform students of hidden, transparent costs (Ohio and non-resident)
 - Provide child care for Pell-eligible students - assistance with ODI
 - Enhance different funding levels for different colleges
 - Develop more transparency about financial support resources (middle income)
 - Managing expectations of salaries upon graduation (perspective/awareness/disconnect)

Recruiting distance education students

1. Shape the message (what is available, how, who)
2. Increase digital media advertising
3. Show the value of an Ohio State Degree
 - Collaboration between and among programs
 - Conduct everything online from the beginning (info sessions, advising appts., access, graduation...)
 - Extend success services online (student success coach)

Stretching the dollar for diversity recruitment

1. Develop diversity specific ambassador program
2. Increase funding
3. Change culture from “not my job”
 - Offer more scholarships
 - Use alumni
 - Change perceptions of programs (Vet School model)
 - Design and offer more all staff training

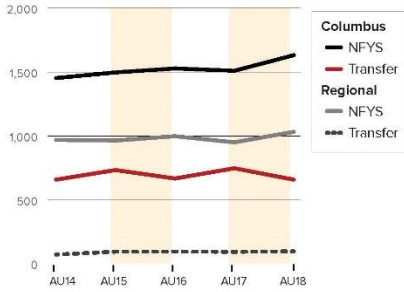
Delivering strategic communications

1. Construct strategic, intentional and unified marketing and recruitment plans across the journey and colleges/departments
2. Keep influencers in mind and involve them
3. Know your audience and segment messaging as appropriate
 - Look at groups within Gen Z, not all fit same profile
 - Recruit based on skills needed and outcomes and then let the student find the right college
 - Personalize (student panelists all pointed to a person, not a brochure or website)
 - Too much stuff. Be more purposeful with recruitment materials. Create calendar to track communications and promotions.
 - Use data Customer Relationship Management (CRM) tool to determine who needs extra touch
 - Simplify difficult processes, starting with the applications
 - Create innovative programs (NFS-funded programs, extracurricular) to get students to come to campuses.

ADDENDUM

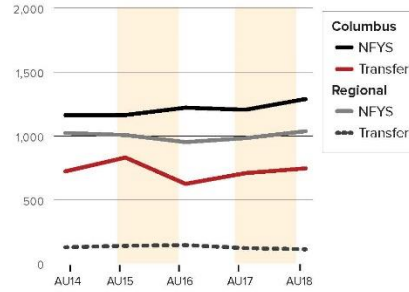
First generation trend

New undergraduate (5 years)



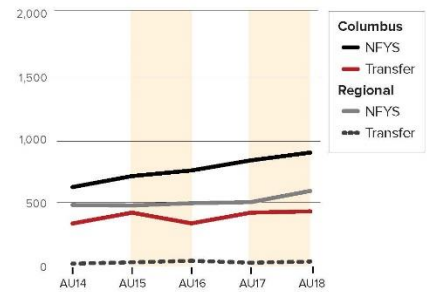
Low income trend

New undergraduate (5 years)



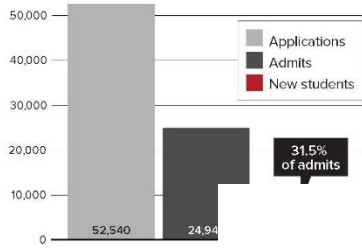
URM trend

New undergraduate (5 years)



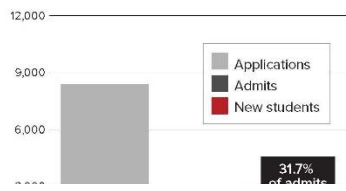
Total enrollment

Columbus NFYS (AU18)



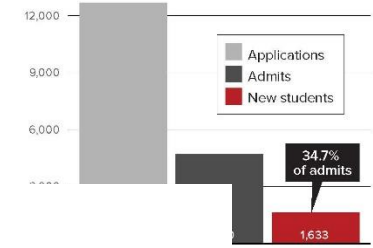
URM enrollment

Columbus NFYS (AU18)



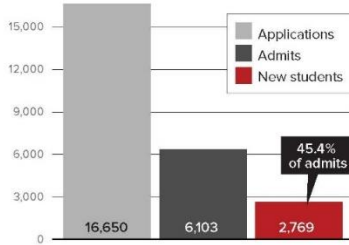
First generation enrollment

Columbus NFYS (AU18)



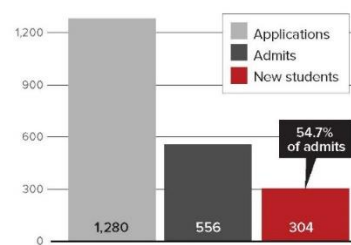
New graduate enrollment

Columbus (AU18)



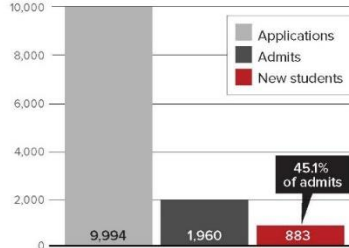
New graduate URM enrollment

Columbus (AU18)



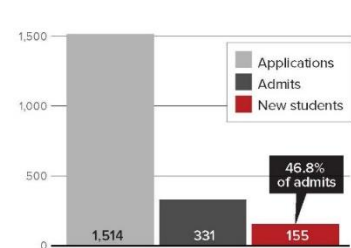
New professional enrollment

Columbus (AU18)



New professional URM enrollment

Columbus (AU18)



Attendee Name	Department
Diane Kanney	Admissions, Ohio State Newark
Robert Cunningham	Aerospace Studies
Pamela Thomas	Agricultural Administration
M. Susie Whittington	Agricultural Communication, Education, and Leadership (ACEL)
Kris Boone	Agricultural Technical Institute (ATI)
Angelett Anderson	ASC
Chinwe Okpalaoka	ASC Office of Undergraduate Recruitment
Michael Waite	ASC Office of Undergraduate Recruitment
Kara Miller	Buckeye Link
Carolina Lopez-Ruiz	Classics
Howard Greene	College of Engineering
Nina Parshall	College of Engineering
Steve Neal	College of Food, Agricultural, and Environmental Sciences
Krista Scott	College of Food, Agricultural, and Environmental Sciences
RJ Byrnes	College of Nursing
Megan Sayres	College of Pharmacy
Aaron Clark	College of Pharmacy - PharmD
Margo Coates	College of Public Health
Todd Thobe	College of Public Health
Jennifer Nakayama	College of Social Work
Bryanna Stigger	College of Social Work
Sandra Dawkins	College of Veterinary Medicine
Jae Denson	College of Veterinary Medicine
Stephen Post	Council of Graduate Students
Ashley Lomax	Educational Studies
Alisa Tate	Educational Studies
Kia McKinnie	EHE-Undergraduate Recruitment
Rebecca Ward	Eminence Fellows Program
Jenn Robb	Engineering
Ashley Gorden	Enrollment Services at Ohio State Marion
Catherine Montalto	First Year Experience
Trish Jefferson	Fisher College of Business
Samantha Reed	Fisher College of Business
Emileigh Beatty	Graduate and Professional Admissions
Jon Bullock	Graduate and Professional Admissions
Ahmed Hassan	Graduate and Professional Admissions
Jennifer Marinello	Graduate and Professional Admissions
Rachel Foltz Nash	Graduate and Professional Admissions

Ronna Colilla	Graduate and Professional Admissions - Outreach
Alicia Bertone	Graduate School
Theresa Hazelwood	Graduate School
Matthew Page	Graduate School
Anne Krabacher	Honors & Scholars
Karrie Mills	Honors & Scholars
Angela Taylor	Honors & Scholars
Samantha Ellwood	John Glenn College of Public Affairs
Kate Hallihan	John Glenn College of Public Affairs
Angela Beer	Knowlton School
Bryan Albright	Lima Campus
Norman Jones	Mansfield campus
Russell Marzette Jr.	Mechanical and Aerospace Engineering
Michael Forrest	Military & Veterans Services
Susan Cole	Molecular Genetics
Lauren Pasquale	Molecular, Cellular and Developmental Biology
Roman Lee	Multicultural Affairs/ Ohio State Newark Student Body President
Megan Alexander	Nursing
Randy Smith	Office of Academic Affairs
Kristine Devine	Office of Business and Finance
Corinna Owens	Office of Distance Education and eLearning
Lisa Rice	Office of Distance Education and eLearning
Robert Decatur	Office of Diversity and Inclusion
Jackie Lipscomb	Office of Diversity and Inclusion
Robert Solomon	Office of Diversity and Inclusion
Daniel Thomas	Office of Diversity and Inclusion
Yolanda Zepeda	Office of Diversity and Inclusion
roy jewett	Office of Graduate and Professional Admissions
Amy Carey	Office of International Affairs
Grace Johnson	Office of International Affairs
Michael Carrell	Office of Student Academic Success
Jacob Hollar	Office of Student Academic Success
Beth Hume	Office of Student Academic Success
Nancy Wygle	Office of Student Academic Success
Shannon Peltier	Office of Student Academic Success - (TAG)
Betsy Ludwig	Office of Student Academic Success - Admin
Raegan Schneider	Office of Student Academic Success - Admin Services
Eddie Bowles	Office of Student Academic Success - Administrative Services
Trent Huff	Office of Student Academic Success - Administrative Services

Linda Katunich	Office of Student Academic Success - Analysis & Reporting
Derek Cowherd	Office of Student Academic Success - Athletics
Kristina Emick	Office of Student Academic Success - Marketing and Strategic Communications
Beth McGuffey	Office of Student Academic Success - Marketing and Strategic Communications
Janell Strouse	Office of Student Academic Success - Marketing and Strategic Communications
David Graham	Office of Student Academic Success - Transition and Academic Growth
Mark Cortez	Office of Student Academic Success - Undergraduate Admissions
Misty Cowherd	Office of Student Academic Success - Undergraduate Admissions
Lisa Gillmore	Office of Student Academic Success - Undergraduate Admissions
Jill Hampshire	Office of Student Academic Success - Undergraduate Admissions
Lynette Lindsey	Office of Student Academic Success - Undergraduate Admissions
David Roy	Office of Student Academic Success - Undergraduate Admissions
Gail Stephenoff	Office of Student Academic Success - Undergraduate Admissions
Matt Couch	Office of Student Life
Kim Monteaux De Freitas	Office of Student Life
Todd Suddeth	Office of Student Life
Kellie Uhrig	Office of Student Life
Lane Washington	Office of Student Life
Qiana Smith	Office of Student Life - Residence Life
Cheryl Lyons	Office of Student Life Disability Services
Drew Buford	Office of the Senior Vice President of Student Life
Kristina Healy	Ohio State Lima Enrollment Services
Emma Villanueva	Ohio State Newark Admissions
Karla Zadnik	Optometry
Wes Grunden	OSU Newark Admissions
John Buford	Physical Therapy - SHRS
Raphael Malbrue	Preventative Medicine (CVM)
Shanna Jaggars	Research & Program Assessment
Marcos Rivera	Research & Program Assessment
Suzanne Shogar	Research and Program Assessment
Esther DeBusk	School of Environment and Natural Resources
Jennie Babcock	Social Work
Carla Curtis	Social Work
Stacy Song	Social Work
Patti Brosnan	STEM Education
Bryan Martin	Student Financial Aid
Ellen Strawn	Student Financial Aid

Amy Wheeler	Student Financial Aid
Jonathan Casper	Student Financial Aid - Scholarships
Kim Doran	Student-Athlete Support Services Office (SASSO)
Carolyn Morales	The Graduate School
Donya Gilmore	The Office of Diversity and Inclusion
Franci Brink	The Ohio State Biochemistry Program (OSBP)
Stephanie Elliott	University Exploration
Carolyn Means	University Marketing
Stacy Wood	University Marketing
Jack Miner	University Registrar
Caroline El-Khoury	VetMed
Jacqueline Stotlar	Women's, Gender & Sexuality Studies
David Dietrich	Wooster Admissions