DIVISION OF STUDENT AFFAIRS AND ENROLLMENT SERVICES
OFFICE OF UNDERGRADUATE ADMISSIONS
2016-2017 ANNUAL REPORT

1. DEPARTMENT OVERVIEW
The Office of Admissions works to recruit, admit and enroll new undergraduate students to the University of Houston. With an aggressive recruiting strategy, commitment to information technology, and focus on customer service the Office of Admissions continues to further the University’s brand around the world. The department currently has 53 staff members who are dedicated to counseling prospective students, processing admissions decisions, managing systems, and coordinating campus visit experiences.

2. MISSION STATEMENT
The mission of the Office of Admissions is to facilitate comprehensive experiences, programs, and processes that help prospective students explore their college options, campus partners support admission initiatives, community organizations support pathways to college, and the University achieve its strategic enrollment goals.

3. GOALS
A. Goal: Complete and admit the required number of applications needed to meet stated enrollment goals by use of effective communication, programming, file completion and yield to admit programs. DSAES Strategic Initiative 4c

   Status: COMPLETED
   Narrative: For the fall 2017 class, completed FTIC applications increase 7.8% (n=1,566) and completed transfer application decreased 1.5% (n=-127). In regards to the decline in completed transfer student applications, Texas Department of Education data suggests enrollment at two-year colleges are declining; meaning there are fewer transfer students to recruit and enroll. Overall, the application performance led to an 11.3% increase in enrollment for new FTIC students and -1.2% decrease in enrollment for transfer students.

B. Goal: Increase the accuracy and efficiency of Admissions Processing by reducing the time from application to admissions, using technology to decrease the number of paper documents that are processed, and incorporating auditing as a standard part of the business process. DSAES Strategic Initiative 4b

   Status: IN PROGRESS
   Narrative: Mentioned in the 2015-2016 strategic plan is the need for improved technology to
eliminate manual processes with data entry and credit evaluation. An OCR solution was not implemented this year, but plans are still in progress. New development of technology is delayed until UH-Downtown has completed implementation of PeopleSoft.

C. Goal: Increase the SAT profile of the incoming freshman class by recruiting a stronger application pool, focusing on targeted high schools, exploring new recruiting markets and managing the number of admits from the Individual Admissions Review. *DSAES Strategic Initiative 2b*

Status: **COMPLETED**
Narrative: The average SAT (redesigned) score of new FTIC enrollees increase from 1134 (2016) to 1209 (2017).

D. Goal: Maintain the diversity of the incoming freshman class by recruiting and enrolling diverse populations that meet UH's profile. Increase outreach initiatives promoting UH and college readiness to decrease the number of potential roadblocks that lead to enrollment. *DSAES Strategic Initiative 4c*

Status: **COMPLETED**
Narrative: Ethnic diversity continues to increase at the UH. For example, African-American student applications increased by 46 completed applications and enrollment increased by 64 students. Hispanic student completed applications increased by 773 students and enrollment increased by 246 students.

E. Goal: Improve effectiveness of New Student Conference by assessing whether students participating in conferences are meeting established outcomes and increasing the number and percentage of those who attend an NSO and enroll in courses as well as the percentage of those who remain through 12th class day. *DSAES Strategic Initiative 4c*

Status: **NOT COMPLETED**
Narrative: Attendance continues to increase for New Student Conferences. However, an assessment of the effectiveness of the students’ experience has yet to be completed. This initiative will be among the department’s goals for 2017-2018.

*Goals listed were documented in the DSAES Assessment Plan for 2016-2017.*
4. UTILIZATION REPORT

<table>
<thead>
<tr>
<th></th>
<th>Total Applications</th>
<th>Completed Applications</th>
<th>Admitted</th>
<th>Denied</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>28,191</td>
<td>21,553</td>
<td>13,572</td>
<td>7,981</td>
<td>4,886</td>
</tr>
<tr>
<td>Transfer</td>
<td>10,239</td>
<td>8,342</td>
<td>7,251</td>
<td>1,091</td>
<td>4,974</td>
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<tr>
<td>Readmits</td>
<td>1,148</td>
<td>834</td>
<td>556</td>
<td>278</td>
<td>420</td>
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<tr>
<td>Post-Bacc</td>
<td>683</td>
<td>526</td>
<td>469</td>
<td>57</td>
<td>244</td>
</tr>
<tr>
<td>Total Undergraduate</td>
<td>40,261</td>
<td>31,255</td>
<td>21,848</td>
<td>9,407</td>
<td>10,524</td>
</tr>
</tbody>
</table>

5. DEPARTMENT MAJOR ACCOMPLISHMENTS

A. FTIC Enrollment Goal Achieved. The Office of the Provost / Strategic Enrollment Planning, in collaboration with Enrollment Services, provides enrollment targets for the Office of Admissions. The new FTIC enrollment target is 4,840. The target was met with an FTIC enrollment headcount of 4,886 (+46).

B. Implementation of the Common Application. The University of Houston has joined the Common Application. The Common Application is an undergraduate college admission application that applicants may use to apply to any of 700+ member colleges and universities in 48 states and the District of Columbia, as well as in Canada, China, and many European countries. Last year, more than 1 million students used the Common Application.

C. New Executive Director of Admissions. In April, the department welcomed Mardell Maxwell as the new Executive Director of Admissions. Prior to his arrival at UH, Mardell served as Senior Associate Director of Admissions at the University of Nebraska-Lincoln.

6. AREAS FOR IMPROVEMENT

Growth and Opportunities.
- Admissions has an opportunity to increase its enrollment footprint outside of the state of Texas. For the fall 2017 term, 96% of applications came from the state of Texas which limits the geographic diversity of campus. In the next year, the department aims to increase its recruiting presence in California, Illinois, Louisiana, and New York. Also, the institution will invest internationally with visits to China, India Vietnam, and many other Southeast Asia countries.
- Admissions has an opportunity to better accommodate non-traditional students with orientation programming. Many students are looking for flexible and diverse orientation options to accommodate their needs – whether it be family, work, or distance from campus.

Critical Challenges.
- As mentioned in the 2015-2016 annual report, the department continues to be challenged by
manual data entry. It is estimated that the Admissions department received more than 80,000 documents to be manually processed. The department is in desperate need of a more versatile imaging system and OCR technology that will automatically read, sort, and write transcript data into PeopleSoft.

7. BUDGET
The Office of Admissions total budget is $5.1 million dollars. The budget increased from $4.6 million dollars in fiscal year 2016. The increase in application and orientation fees, along with more students applying for admission and registering for orientation, has contributed to the budget increase.

8. STAFF HIGHLIGHTS

Departing Staff
Mike Woodson, Assistant Director, May 2017
Javier Osorio, Admissions Counselor, June 2017
Robert Melvin, Admissions Counselor, June 2017
Jeff Fuller, Director of Recruitment, June 2017
Nick Howell, Assistant Director, July 2017
Angie Thomas, Administrative Assistant, July 2017

New Staff
Mardell Maxwell, Executive Director of Admissions, April 2017
Cassandra Hernandez, Regional Admission Counselor (Dallas), June 2017
Alexandria Hines, Admissions Counselor, July 2017
Emily Chiang, Admissions Counselor, July 2017
Laura Galloway, Program Coordinator, July 2017
Maria-Cristina Gavilan, Admission Counselor, July 2017

9. COLLABORATIONS AND PARTNERSHIPS

A. College Recruitment Committee. The department launched a campus committee that met quarterly to discuss important topics in recruiting students to the University. Members of the committee included representatives from each academic unit. The committee will be rebranded as the Undergraduate Recruitment Board and meet monthly during the 2017-2018 academic year.

B. Partnership with KIPP Houston Public Schools. An MOU was developed to expand a partnership between University of Houston and KIPP to develop programs, projects, and activities that will address college persistence challenges for students from low-income families who are also often first-generation college students.
C. Admission and College Counseling Institute. UH Admissions has partnered with the Texas Association for College Admission Counseling to be the host site for the Admission and College Counseling Institute.

10. FY18 Goals

A. Delivering the stated mission and achieving desired enrollment goals requires the department to exceed expectations with customer service. Our goal is to re-design the on-call model (incoming phone calls, incoming emails at admissions@uh.edu, and Welcome Center walk-ins) to leverage our competitive advantage, which is to be a large public university that delivers a personalized and high-touch experience (DSAES Value: Innovation).

B. Our goal is to improve technologies and business processes in Admission Processing, which allows the department to provide significantly faster admission decisions. Faster admission decisions supports our desire to distinguish the institution as the large public university that delivers a unique admissions experience (DSAES Value: Innovation).

C. Our goal is to complete the final phase of implementing Hobsons Radius (CRM) and integrate the system to manage campus visits, communicate with prospective students, manage recruitment territories, and produce unique data points to best understand consumer behavior (DSAES Value: Innovation).

D. Our goal is to effectively build, launch, and manage a second admissions application platform, The Common Application. Admissions projects a positive impact on interest and applications from both international and non-resident domestic students (DSAES Value: Innovation).