

Faculty Senate Ad Hoc Recruitment and Retention Committee (RRC)

2023 / 2024

April 9, 2024
Final Report

RRC Subcommittees (23 members)

C Marks Subcommittee Chairs & Co-Chairs

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

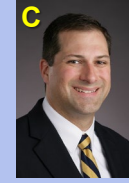
Recruitment Events



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

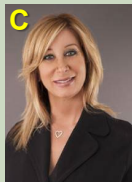


Prof. B. Miner
Dept. of Art



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

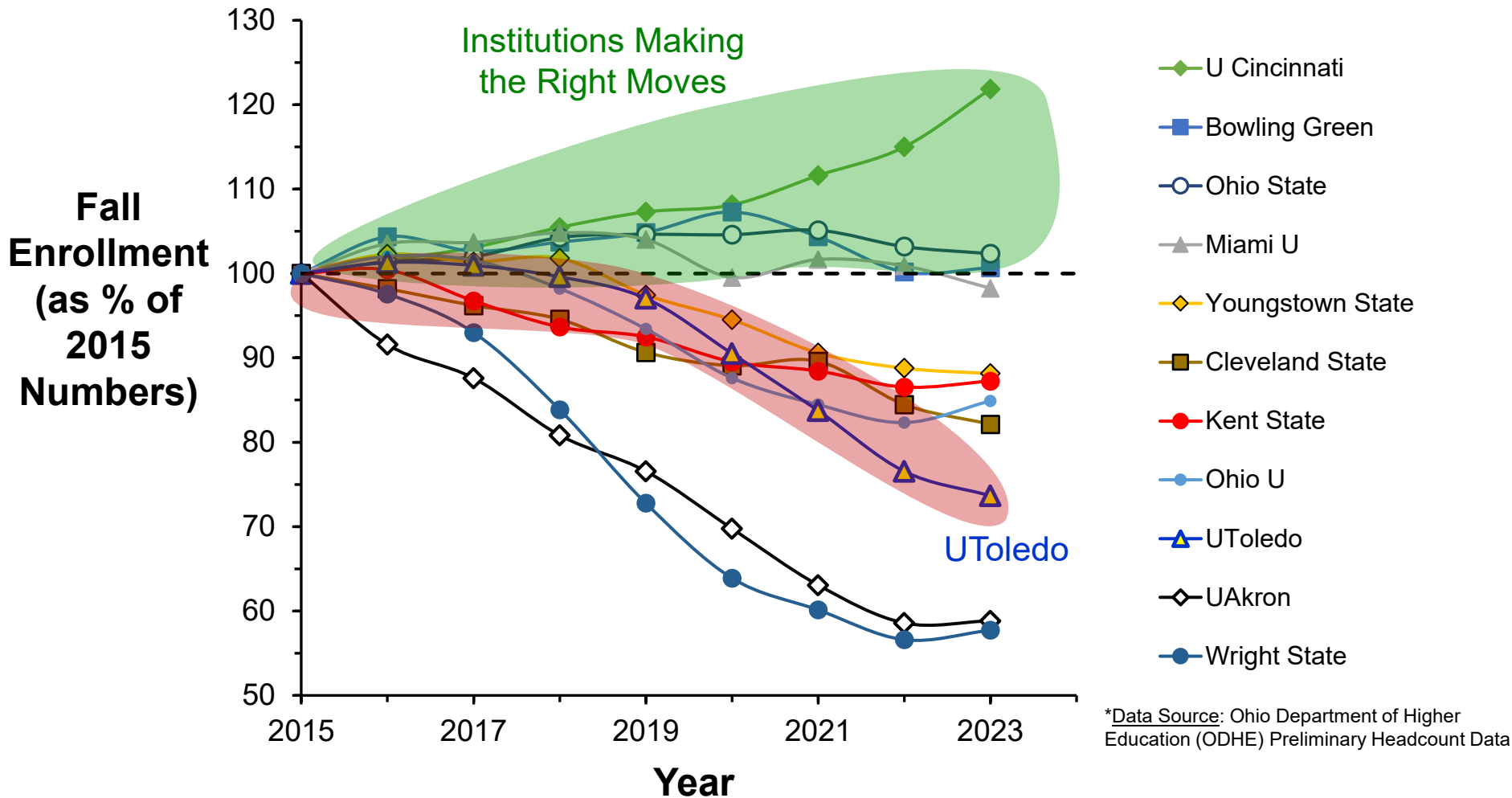


Prof. T. Avidor-Reiss
Biology



Prof. Y. Lapitsky
Chemical Engineering

UToledo's Continued Enrollment Crisis



▪ **Note:** National undergraduate fall enrollment increased from 2022 to 2023 by 1.2%
<https://nscresearchcenter.org/current-term-enrollment-estimates/>

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

In a nutshell, study the problem and develop recommendations on how faculty and staff can partner with the Administration to improve enrollment outcomes

Summary of RRC Responsibilities

- Review UToledo's past and present 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

- and retention

- Advise University Administrators on the resources needed to enhance collaboration with faculty on recruitment and retention

In a nutshell, study the problem and develop recommendations on how faculty and staff can partner with the Administration to improve enrollment outcomes

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)
 - Diane Miller (diane.miller2@utoledo.edu)
- Academic Affairs information:
 - Risa Dickson (risa.dickson@utoledo.edu)
 - Angela Paprocki (angela.paprocki@utoledo.edu)
- Enrollment Management and Financial Aid information:
 - Dave Meredith (david.meredith@utoledo.edu)
- Marketing and Communications information:
 - Meghan Cunningham (meghan.cunningham@utoledo.edu)
- Finance information (also Park UToledo):
 - Matt Schroeder (matt.schroeder@utoledo.edu)
 - Mike Dennis (michael.dennis5@utoledo.edu)
- Student Affairs information:
 - Sammy Spann (sammy.spann@utoledo.edu)
 - Sara Clark (sara.clark2@utoledo.edu)

The responses were divided into three categories:

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

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

Recommendations that don't fit UToledo and why

This Year's Activities

- RCC members met with administrators (from the level of Deans and Vice Presidents and up), and some of UToledo's external consultants, to discuss the implementation of the RRC's recommendations
- In doing so, we looked to learn:
 - 1) Which of the recommendations were being implemented/planned for adoption
 - 2) Which recommendations were not being implemented
 - 3) What could faculty and staff do to help
- Based on this feedback, we refined some of the RRC's recommendations, advised the Administration on their implementation, and prepared a report on the RRC's findings and recommendations for the next year

RRC Timeline

Full RRC Fall semester meetings

- August 25:** RRC Co-Chairs meet with President Postel to discuss the Administration's plans to implement the AY 22/23 RRC report
- August 29:** RRC update to Senate *There were also many subcommittee meetings throughout the year*
- September 5:** RRC kick-off meeting *There were also many subcommittee meetings throughout the year*
- September 20:** Review of the Administration's report response and prioritization of subcommittee tasks
- October 3:** Informal report on the initial contact with the cognizant administrators
- October 18:** Progress reports on accomplishments/challenges and new ideas for next steps
- October 31:** Progress reports on accomplishments/challenges and new ideas for next steps
- November 8:** Preliminary subcommittee reports
- November 21:** RRC's preliminary AY '23 – 24 report to Senate

Full RRC Spring semester meetings

- January 26:** Progress reports on accomplishments and challenges and new ideas for the next steps
- February 6:** Meeting with Christy Sevier (Assistant VP of Enrollment Management); Progress reports on accomplishments and challenges and new ideas for next steps
- February 23:** Progress reports on accomplishments/challenges and new ideas for next steps
- March 1:** RRC meets with the Art & Science Group team
- March 15:** Progress reports on accomplishments/challenges and new ideas for next steps
- March 29:** Final subcommittee reports
- April 9:** Faculty Senate presentation (Today)

Overall Findings and Recommendations

Main AY 2022-2023 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**

Overall Response

In Fall 2023, UToledo's Administration expanded the future Provost's responsibility to include enrollment — an important step toward creating one central authority to govern all aspects of this effort; in Spring 2024, **however, this decision was reversed**

Instead, the Administration has created several committees to **break down silos and improve enrollment**

UToledo is Investing in Planning Student Recruitment

- Three consulting groups were hired to assist with recruitment challenges:
 - **Art & Science Group, LLC:** UToledo's value proposition/institutional positioning
 - **Huron Consulting Group:**
 - (1) Short-term strategic enrollment plan
 - (2) Five-year strategic enrollment plan
 - **Echo Delta:** Improving our campus visits
- Construction of a Welcome Center (for recruitment-related events) as part of the new Campus Master Plan
- Developing key partnerships in enrollment funnel management
- Plans for increasing incentives for student tour guides



RRC members were invited to serve on several University-wide committees (with mixed outcomes)

- **Art & Science Group, LLC** (finished on October 2023): Findings: A unified marketing campaign with the theme of "Innovation and creativity" can increase UToledo enrollment by over 80%. (Led by Dave Meredith, Vice President for Enrollment Management)
Recommendation: The RRC fully supports this group's findings and believes the Art & Science Group should present its findings to the Faculty Senate
- **ACE Meetings** (ongoing) = Recruitment: Monthly – Discuss recruitment events and activities (Led by Christy Sevier, Assistant Vice President, Undergraduate Admissions)
Recommendation: Increase meeting frequency and College-Administration dialogue (e.g., meetings dedicated to collecting suggestions/feedback from academic units)
- **Roundtable** (ongoing) = Retention: Biweekly—Discussed retention initiatives, created policy updates, partnered with Complete College America to identify areas of opportunity for improvement in student success, and worked with National Institute for Student Success to utilize existing UToledo data and survey results to align strategies with the institutional strategic plan. (Led by Angela Paprocki, Associate Vice Provost for Institutional Effectiveness)
Recommendation: establish (1) student retention training for faculty and (2) better utilization of faculty in recruitment and retention efforts
- **Enrollment Diagnostic** (finished on February 2024): A 10-week project to coordinate all enrollment-related activity (Led by Huron Consulting Group, President Postel). Findings: Many of their recommendations are similar to the RRC recommendations from Spring 2023
Recommendation: The RRC fully supports this committee's findings
- **Five-Year Strategic Enrollment Plan** (ongoing): A 12-week project to plan institutional priorities to enhance student enrollment. (Led by Huron Consulting Group, President Postel)
Recommendation: Should interview all RRC subcommittee chairs
- **VP of Enrollment Management Search Committee** (ongoing): Search for a new permanent VP of Enrollment Management (Led by Sammy Span and Scott Molitor)
Recommendation: A faculty and a staff volunteer representative from the RRC have been recommended

Ongoing Challenges

- 1) UToledo is slow in adopting recommendations (both from the RRC and external consultants)
 - *E.g., The Art & Science Group gave its report to the Administration in October 2023, and UToledo's intent to implement its recommendations has not yet been announced (6 months!!!)*
- 2) Enrollment Management communication with faculty remains unreliable
- 3) Lack of stable leadership (high turnover)
- 4) Administrative offices remain siloed

*To move the needle with UToledo's enrollment, plans for improvement must be translated into **bold** and **timely** action*

Advertising and Value Proposition

- AY 2022/2023 Recommendations Investigated:

- Two main categories

- 1) Hybrid recruitment effort
- 2) Value proposition called the PPP Plan

1) Hybrid Recruitment Effort

- AY 2022/2023 Recommendations Investigated:

- Implementing a *hybrid* recruitment effort, both University-level and College-specific, with a unified value proposition message.

- Initial Administration Response:

The Administration's positions on this recommendation were strikingly different and appeared 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 to keep costs as low as possible by relying primarily on electronic communications and social media strategies

2) PPP Plan

- AY 2022/2023 Recommendations Investigated:
Use a University-wide and College-specific value proposition (called the PPP Plan based on three components: Practical, Partnership, and Place)
- Initial Administration Response (paraphrased):
They welcome College-based messages of differentiation and value propositions from each of our colleges that take into account a current market comparison with our competitors.
- Methods Used:
Communication with Administrators (e.g., Provost and Deans) and Art & Science Group
- Key RRC Findings:
 - The Art & Science Group's study concluded that if the University of Toledo frames its position around creativity and innovation, it can grow its enrollment by > 80%.
 - Specifically, Art & Science Group recommends that UToledo brands itself as:
 - 1) Having a distinctive and intentional focus on developing students' creative and innovative mindsets.
 - 2) Providing students with career-accelerating credentialing pathways that go beyond the student degree program (e.g., through certificates earned during their studies and opportunities to earn accelerated graduate degrees).
 - 3) Engaging the city of Toledo to provide opportunities and resources for student activities (which can be public and private organizations in the Greater Toledo Area).

- Key RRC Findings (continued):

- To receive the full benefit of this strategy, the Art & Science Group recommends **immediate action** to implement these strategies **across all of UToledo's programs** in a way that is:
 - 1) Bold enough to make a substantive difference in the student experience.
 - 2) Visible enough to make a splash in the higher ed market that UToledo inhabits.
- Notably, the Art & Science recommendations significantly overlap with the PPP plan developed by the RRC's AY 2022 – 2023 Value Proposition Subcommittee.

Establishing a strong *creativity* and *innovation* identity for UToledo (which is authentic to many of its existing practices and values) will be ***transformative to our institution's morale*** and will also strengthen student retention and faculty/staff productivity (besides its intended impact on student recruitment)

Advertising and Value Proposition

- Recommendations:

1) UToledo must **boldly adopt the Art & Science Group's recommendations without delay** to benefit fully from their plan.

2) This adoption is recommended to occur in two stages:

a) First stage: Document the creativity- and innovation-fostering activities now happening in all the academic units (by the end of the spring semester).

(e.g., interdisciplinary teams respond to a problem/need of a local non-profit or a biomedical device design project incorporating an entrepreneurial mindset and real-world clinical applications)

b) Second stage:

b) Aggressively market these activities and

c) Review UToledo's activities to identify ways to strengthen these components. (This includes courses, programs, and co-curriculars.)

(both should occur over the next year, with marketing efforts beginning in the summer)

Advertising and Value Proposition

- Recommendations continued:

3) Specific suggestions for strengthening creativity-fostering training include:

- a) Adopting the American Association of Colleges & University (AAC&U) Creative Thinking VALUE rubric
- b) Highlight courses that intentionally foster creativity with a special designation
- c) Explore ways of refining co-curricular activities (e.g., Honor Societies and student chapters of professional organizations) to broaden and/or intensify the opportunities for creativity-fostering training
- d) Partnering with the Center for Excellence in Teaching & Learning to create faculty training workshops & interdisciplinary collaborations fostering creative problem-solving
- e) Broadening academic unit networking with (public and private) organizations in Northwestern Ohio to expand opportunities for students to solve real-life problems.
- f) Expanding creativity-fostering approaches already in use at UToledo to all disciplines

Notably, while these plans aim to highlight and strengthen creativity- and innovation-aligned components of UToledo's academic programs, they do not seek to dictate how the courses are designed and/or taught.

Institutional Organization for Enhanced Recruitment

- AY 2022/2023 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

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 Findings

- The purpose of the ACE was generally to allow administrators and College representatives to meet and share information regarding recruitment efforts
- Sharing of information from ACE to college representatives, faculty, and others in the colleges varies widely
- 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 primarily provides top-down communication; has not truly functioned as an Advisory Board (*though, encouragingly, opportunities for College representative presentations have recently been added to meeting agendas*)

Institutional Organization for Enhanced Recruitment

- Recommendations

- 1) Organizational/information flow charts (at both University and College levels) should be developed and disseminated
 - College representatives (and Department Chairs) need to be responsible for effectively communicating information from ACE as defined by this structure (i.e., eliminate ambiguity in what should be communicated and by whom)
- 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 & academic programs
 - E.g., Dedicate portions of ACE meetings to this feedback and discussing outcomes from discussions/action items from previous meetings
- 4) Each College should review their recruitment processes, clearly communicate these to faculty and staff, and be open to feedback about these processes
- 5) Each College should develop their own best practices for involving faculty (e.g., college recruitment committee), and these are encouraged to be shared between Colleges across UToledo

Recruitment Events

- AY 2022/2023 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 as tour guides and we welcome help recruiting students to serve in these roles 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

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)
- Met with TPS Superintendent, Dr. Romules Durant, and his TPS colleagues, to get their perspective on the quality of UToledo's engagement of TPS students

- RRC's Key Findings

- Even at \$15 – 17/hr pay, students are not interested in serving as tour guides; Enrollment Management seeks help identifying student organizations that can help
- Enrollment Management needs more student success stories and marketing videos for recruitment and many faculty members do not know about this
- The TPS Administration believes UToledo's engagement with their schools is insufficient and lets more aggressive competitors (EMU and BGSU) poach students from our backyard (even those with prior college credits from UToledo)
- 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

Recruitment Events

- Recommendations

- To strengthen ties with local school districts, identify faculty members from each discipline to visit the schools to educate students and teachers about their disciplines and related opportunities at UToledo
- Improve communication between Enrollment Management/MarComm and faculty and staff
- Provide a central portal for submission of student success stories by faculty (e.g., under myUT)
- Extend faculty participation in recruitment events to virtual meetings with prospective online students

This subcommittee has also connected Assistant Vice President of Undergraduate Admissions, Christy Sevier with the TPS Administration

New Programs, Incentive, and Relationship Development

- AY 2022/2023 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 fees for online students*

- Initial Administration Response (paraphrased)

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

* New recommendation from Fall 2023

New Programs, Incentive, and Relationship Development

- Methods Used

- Discussions with Department Chairs and UToledo Administrators as well as local school Administrators and Program Directors.

- RRC's Key Preliminary Findings

- The administration has failed to agree on how to proceed with CCP
- As a result, CCP partnerships with nearby school districts are being developed at the college/department level. These have included:
 - 1) College of Engineering: Bedford Schools and Toledo Public Schools
 - 2) College of Business: Toledo Public Schools
 - 3) College of Pharmacy: Bedford Schools
 - 4) College of Health and Human Services: Bedford Schools Toledo Public Schools
- Currently, online students must pay for services that they do not use as adult learners (\$100 per credit hour), which hurts our competitiveness

New Programs, Incentive, and Relationship Development

• Recommendations

- Prioritize the implementation of a certificate program for K-12 educators so that they become qualified to teach CCP courses
 - And allow departments more freedom and flexibility in approving CCP instructors
- Develop a grassroots approach that empowers individual departments to engage with local colleges by:
 - 1) Utilizing faculty to act as UToledo-community college contacts
 - 2) Organizing joint workshops and seminars with local institutions
 - 3) Expanding articulation agreements for seamless transfer of credits from community colleges to UToledo
 - 4) Sharing department-specific online resources on university programs, career opportunities, and admission requirements with local technical and community colleges
- Develop fee itemization that would allow online students to select from a “menu” of services and only pay for what they need (e.g., online library access)

Retention

- AY 2022/2023 Recommendations Investigated

Two main categories

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

1) Initial Response to Struggling Students

- AY 2022/2023 Administration Response

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

- Methods Used

- They contacted Julie Fisher-Kinney and inquired about handling the loss of success coaches

- Key RRC Findings

- Early alert systems were set up to send automated emails to students with links to specific resources
- Julie Fisher-Kinney reaches out to students with more than three flags in the early alert system

- **Recommendations**

- More than ever, students need personalized attention, and automated emails only partially work. Without financial support, the responsibility falls into the faculty's hands
- A system should be in place that notifies a student's academic advisor when a course has been dropped
- Many faculty members are overwhelmed and hope that collaboration with administration and students will help find ways to personalize attention without further overworking faculty
- Today's students prefer readily accessible communication (e.g., X, Instagram, and messaging) over traditional email. Setting up a text messaging system for quick communication may help students communicate more effectively
- Faculty could use Blackboard Announcements with weekly messaging from the instructor that offers a more personal approach than automated emails. (Dr. Sandra Robinson offers to share examples)

2) Remediation Activities

- AY 2022/2023 Administration Response

- 1) UToledo does not offer remedial coursework but has had success with co-remediation
- 2) UToledo plans to reconstitute the Academic Affairs retention committee to coordinate and share best practices (and include college specialists)

- Methods Used

- Collected data on a pilot remediation program used by engineering
- Survey Department chairs to understand the efforts being made throughout the university and received 14 responses (which were organized into 4 themes (Retention, Remediation, Belonging, and Mentoring/Faculty Support))

- Key RRC Findings

- The Department chair's survey and analysis pilot provide a proof-of-concept that faculty involvement increases retention
- Reaching out to Student Affairs brings awareness to faculty commitment and their willingness to contribute to enhance student retention

● **Barriers to Implementation**

- Retention efforts are barely discussed in departments with faculty actionable items
- Currently, faculty have no incentive or direction to learn current best practices
- Faculty and advisors have large workloads and are increasingly overwhelmed

● **Recommendations**

- Invest in a multipronged approach to increase faculty involvement in retention efforts
- Implement an administration-supported comprehensive study of the relationship between specific faculty involvement practices and retention in order to select best practices

such as:

- mentoring,
 - sense of belonging programs,
 - corrective action aimed at mitigating students' educational weaknesses,
 - promotion of study groups,
 - office hours,
 - review sessions,
 - and one-on-one assistance.
- The administration should find ways to compensate faculty for their increased involvement in these efforts

Overall Summary of the Major Findings and Recommendations

Overall Summary of the Major Findings and Recommendations

● Overall RRC Findings

- UToledo's Administration established new internal and external committees to break the silos and recommend improvements to current enrollment practices
- UToledo has slowly and indecisively reacted to the recommendations generated by these committees (e.g., the Art & Science Group) and the RRC
- UToledo Administration has a rigid interpretation of rules, a fear of change, and hesitations in troubleshooting bureaucratic challenges (e.g., the CCP issue)
- The availability of limited resources complicates the retention of struggling students, who now depend more heavily on faculty with overwhelming workloads

● Overall RRC Recommendations

- To swiftly adopt and boldly implement the Arts & Science Group's recommendations
- To expand mechanisms for bottom-up Faculty to Administration communication (e.g., via a revised ACE format)
- To pilot a faculty outreach program to advertise UToledo in local schools

Recommendation to Next Year's Senate

Reconstitute the RRC to continue catalyzing collaboration between UToledo's Faculty and Administration:

- 1) Implementing the Art & Science Group's recommendations
- 2) Developing a communication plan for educating recruiters:
 - (a) about innovative/career-advancing learning experiences available in our academic programs
 - (b) and about our programs and faculty strengths

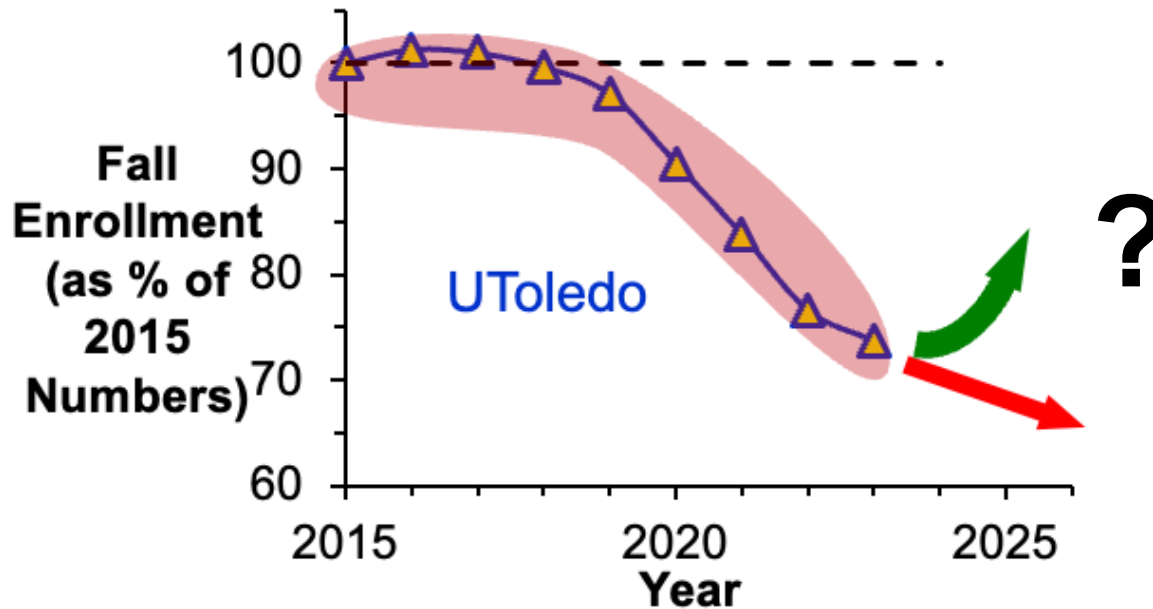
(This can be done via Department brochures for recruiters and recruiter/academic unit meetings)
- 3) Strengthening ties with local school districts by identifying faculty members who will visit the schools and educate students and teachers about their disciplines (and related opportunities at UToledo)
- 4) To develop a more effective and reliable Enrollment Management–Academic Department communication plan to optimize the planning and execution of recruitment-related activities and events

Closing Remarks

Overall, the administration recognizes that UToledo's past approach is lacking and engages in various planning activities

However, the administration only slowly and incompletely acts on the recommendations it receives

Many faculty members, despite being overloaded, are willing to collaborate with the administration to help resolve UToledo's enrollment crisis



RRC Subcommittees Members

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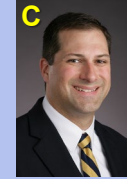
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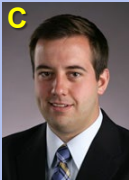


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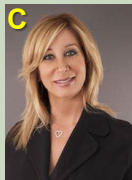


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Questions?