2013-2014 Admissions Outreach Plan
University of South Florida
Sarasota-Manatee

Four-Year Comprehensive University
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Note: Updated as of October 30, 2013
Our Mission

The University of South Florida Sarasota-Manatee (USFSM) is a four-year comprehensive institution that includes graduate degree programs. We now begin the strategic planning of the continuation of our outreach efforts, but also the refinement of our community outreach. As we are now campaigning for the Fall 2014 freshman class, we also look ahead to recruiting high school students who will begin seriously considering entering higher education Fall 2015. We work to continue strong relationships with the local high schools, state/community colleges, and businesses. Overall outreach and enrollment efforts are focused primarily on our service areas of Sarasota, Manatee, Charlotte, and Desoto counties. Graduate applications and admits have shown increases this past year and we work to continue that improvement. Our goal is to increase SCH at both USFSM and USFSM at North Port along with number of applications, admits and enrollees.

Our Goals

i. Campaign for our 2014 FTIC class to yield goal of at least 150 qualified enrolled students.

ii. Continue to build our transfer population, including lower-level transfers. Strive to educate the lower-level prospects about high school and standardized test score requirements per State University System (SUS) and Board of Governors (BOG) minimums.

iii. Continue to increase of graduate applications and enrollment.

iv. Build reports in Hobsons to access the data and inform future recruitment and enrollment strategies.

v. Enhance our community outreach efforts to strengthen relationships and awareness of USFSM in the local service area specifically as it relates to enrollment at USFSM.

Our Efforts

Outreach Activities

High School/Freshman Outreach (Goal i, iv) - Enrollment Goal= 150

High Schools within our service area will be strategically targeted to fit into our Fall 2014 FTIC campaign. USFSM already has strong contacts in many of our local high schools and we will build on those already established relationships. The specific campaign will begin in August (with July as the planning month), convening as soon as appropriate after the start of the school year, and continuing through the end of the year. Special focus will be placed on the fall “recruitment” period from late August through early November, and will continue through the spring when classes resume following the holiday break. Additional efforts working with community organizations to support high school outreach will occur throughout the year with a special emphasis in the summer months. Outreach will plan and strategize with USFSM at North Port staff to cover the south county high schools and initiatives.
The following are the efforts planned by month:

**July**
- Kailee: Initial communication (email to suspects and prospects) creating awareness of USFSM Freshman application availability and containing an invitation to the campus for a tour.
- Priscilla: Will be in the planning stages of coordinating a fall high school visits and college fair calendar (this will include a spreadsheet of targeted “hot” high schools as well as contact points and benchmarks). Plans will be developed to work with community organizations such as the non-profit list in the appendix.
- Jenna: Plans schedule of south county high schools with Priscilla’s direction. This will include high school classroom or academy visits along with participation in events.
- Dana: Yield-the-Bulls team reviews Campus Tour numbers from previous year and makes adjustments as needed.

**August**
- Priscilla: Will plan a meeting with returning teachers, where accessible, to promote College of Education programs with faculty and staff as well as college visits and classroom programs throughout the school year.
- Kailee & Sean: Mailer/email sent last week of August to promote October Freshman open house events at USFSM
- Sean: Coordinate with Marketing & Communications with Graphic Design Request Forms with advertising, postcards, and other communication pieces.
- Priscilla: Present to Yield-the-Bulls Team on High school visitation schedule to collaborate and make adjustments as needed.

**September**
- Team: Start of HS college fairs
- Becky: SUS Admissions Tour in Tampa and New College of Florida
- Priscilla: Non-public HS Guidance Counselor/Admin meetings on campus
- Kailee, Sean, Becky: Plan SAT/ACT list mailer targeted Fall 2014
- Team: Start of Classroom visits
- Team: Community group collaboration
- Sean: Coordinate with Marketing & Communications with Graphic Design Request form for Yield item when FTIC admit pays their deposit.
- Priscilla: Take Stock in Children college readiness workshop on-campus.

**October:**
- Team: October 3- Sarasota Open House
- Team: October 10 – NP Open House
Team: October 19- (Saturday) USFSM Homecoming Kick-off and Preview Event
Hunsader Farms promotion tentative (last three weekends in October)
Team: College fairs and HS visits

November
- November 10 – “Brunch on the Bay” event- USFSM
- November 12 – Communication regarding priority FTIC application deadline
- Priscilla – November 22 – Host Manatee & Sarasota County Guidance Counselor for National Training for Counselors and Mentors (NT4CM) with the Florida Department of Education Office of Student Financial Assistance
- Kailee, Sean, Becky: Plan SAT/ACT list mailer targeted Fall 2015
- Team: Completion of fall high school visits/college fairs

December
- Team: Focused effort on spring enrollment (phone calls, missing items, orientation sign-up, and other Banner related items)
- December 12– Communication regarding priority FTIC application deadline
- Team: Tentative community group tours (early December)
- Becky & Kailee with Marketing: Holiday communication item from USFSM
- Team: Form committees and determine dates, places, and names for events held in March or April

January
- January 2- Freshman Priority App Deadline
- Financial Aid workshop (date TBA)
- “Welcome Back” letter to HS contacts with updates
- Priscilla: Plan HS visits for Spring 2014
- Kailee & Sean: Mailer/email sent last week of August to promote October Freshman open house events at USFSM
- Sean: Coordinate with Marketing & Communications with Graphic Design Request Forms with advertising, postcards, and other communication pieces

February
- Priscilla: Ongoing HS college fairs and classroom visits
- Kailee: Communication of March enrollment events
- Kailee: Sean, Becky: Plan SAT/ACT list mailer targeted Fall 2014

March
- March 6- Sarasota Open House
- March 27– North Port Open House
• Kailee: Communication (email/mail) promoting May 1 freshman application deadline

April
• April 12- Saturday USFSM Preview Event
• Sean: Week of April 2 – purchase SAT/ACT list for Fall 2015 campaign
• Week of April 22 – Send Fall 2015 postcard

May
• May 1 Freshman App deadline and Deposit deadline
• Team: Send Yield item to students with paid or waived Deposits for Fall 2014
• Team: Focused effort on Summer enrollment (phone calls, missing items, orientation sign-up, and other Banner related items)
• Priscilla: Outreach to non-profit and community organizations to schedule dates for on-campus and off-campus presentations in June, July, and August such as Girls, Inc., Take Stock in Children, YMCA, Boys and Girls Club, etc.

June
• June 12- North Port Open House
• June 26- Sarasota Open House
• Team: Focused effort on Summer B or Fall 2014 enrollment (phone calls, missing items, orientation sign-up, and other Banner related items)
• Team: Re-cap and evaluation of FTIC applied and admitted cycle
• Team: Review Enrollment plan changes and updates

State and Community College Outreach (Goal ii, iv, v) Transfer Enrollment Goals= Fall 2013-467, Spring 2014- 269, Summer 2014- 162
State/Community College outreach is vital to maintain our key transfer population. We will continue to staff advising offices and collaborate with State College of Florida (SCF) Bradenton and Venice. We have recently developed further relationships with Hillsborough Community College (HCC) SouthShore, St. Petersburg College (SPC), and Edison State College (ESC) Charlotte. Advising offices are being manned by USFSM staff at all five locations. We will continue to look at opportunities, where appropriate, at other locations both in-state and out-of-state keeping in mind our signature programs.

Our outreach plan for this population will be implemented in the following 4 phases:

Phase 1 (June, July)
Katrina: During the discovery/planning phase, Outreach will continue to implement a cohesive communication and procedures plan across the various advising offices to ensure consistency of data collection and assessment of success. The recruiter will contact the top 5 transfer institutions to set up an
appointment with the appropriate individual to discuss past successes and future opportunities plus share institutional updates. Discussion with the Yield-the-Bulls team will take place in conjunction with the dean and coordinator. In addition, the Admissions Counselor will research areas for expansion in the enrollment outreach plan.

Phase 2 (year-round)
Katrina & Jenna: During the visitation phase, Outreach will continue to determine the best ways to engage prospective students and implement those strategies. Examples may be, but are not limited to, open houses, college fairs, community organizations, classroom presentations, club rush, and student-centered events. Dates will be set up for these events, as well as planning the appropriate coverage. Emphasis will be put on events and procedures that will position us to have one-on-one contact with prospective students for guidance and advising.

Phase 3 (year-round)
In the assessment phase, data will be measured for success of Outreach events and individual efforts. Success will be assessed by the enrollment continuum including the conversion and yield of prospects to enrolled students. After the Outreach event cycle, the team will review the outcomes by using the template (see appendix). On a continued basis, outreach efforts will be tracked in regards to enrollment production and whether the event was productive to determine if it will be continued in the future.

Phase 4 (Evaluation after drop/add each semester)
After each drop/add week, the enrollment cycle of applications, admits, and enrolled will be reviewed and evaluated for success and improvements. In the evaluation phase, strategic outreach to state/community colleges outside of 75 mile radius based on enrollment trends will be determined.

Business/Professional visits (Goal i, ii, iii, iv)
Our outreach efforts for business and professional visits are outlined in the following 4 phases:

Phase 1 (ongoing)
The intent of the discovery/planning phase is to update list the of gatekeepers who will provide the best access to initiate one-on-one meetings with employees who may be prospective students. Focus will initially be on companies or organizations who provide tuition reimbursement per Institutional Research survey given to new students at Orientation. Collaboration will be ongoing with Advancement, Career Services and Alumni
Relations to work together on visits to local companies and organizations to meet the mission and goals of the university.

**Phase 2 (ongoing)**

The *visitation phase* will include personal contact with companies and organizations to investigate, explore, and make professional connections to lead to future company education fairs, employee presentations, or one-on-one advising sessions for interested employees and leaving appropriate materials for further reference. Phases 1 and 2 include collaboration not only across the admissions staff, but also across campus with academic deans, faculty, and advisors to address specific enrollment needs and trends. Developing contacts and partnerships in conjunction with Career Services is instrumental to fostering the relationships across our service area. This could be an external or on-campus visit depending on the needs and schedules of the company or organization.

**Phase 3 (ongoing)**

The *implementation phase* begins with HR managers/gatekeepers solidifying dates for events and disseminating the information to employees of the respective companies/organizations. Sean will visit and distribute marketing materials to area Chambers of Commerce, Visitor Bureaus, Tourist Centers, and staffing/career placement offices. The Outreach Team will attend networking events on a strategic basis through professional organizations, including, but not limited to, Manatee and Sarasota Young Professionals Groups, Lakewood Ranch Business Alliance, and Latin Chamber of Commerce. Continue to collaborate with Community Leadership Council on ongoing basis.

**Phase 4 (ongoing through the year)**

In the *assessment phase*, data will be measured against the enrollment continuum to determine success of outreach efforts. Some success factors to consider, but not all, are the ability to make appointments with HR manager, willingness of the organization to disseminate USFSM information to employees, willingness to host an event or individualized appointments with prospects on-site, and reports of hiring USFSM students, etc. On a continual basis, outreach efforts will be tracked in regards to enrollment and productivity. Continued collaboration with organizations such as the CLC will be ongoing.

**Graduate Program Initiatives (Goal iii, iv)**

**College of Business (MBA)**

- Meetings, as needed, with Dean Anderson (Sean Grosso, Ashley Sowell, Aaron Reecher, and a representative from Marketing) to discuss specific strategies and enrollment targets.
- Team: GMAT and GRE suspect lists (electronic and written communications)
- Team: Assistance from faculty to help promote upcoming events and graduate information sessions to current undergraduate students (distribution of fliers and classroom presentations as necessary)
- Sean: Faculty assistance, as needed, with MBA information sessions at targeted companies
- Team: Ongoing collaboration as a cross-functional team with outreach staff, graduate admissions, and graduate advisor to review trends and potential barriers to admissions to promote MBA program. Document review of the Graduate Admissions Tracking Spreadsheet will guide the discussions (Aaron).
- Team: Assist with MBA walk-ins as needed
- Personal phone calls to prospects and applicants (graduate admissions, graduate advisor, and Outreach admissions counselors)

**College of Hospitality Technology & Leadership (HMA)**
- Bi-weekly meetings with Dean Cobanoglu (Sean Grosso, Dean Wallace, Ashley Sowell, and a representative from Marketing) to discuss strategies and enrollment targets
- GRE suspect list (electronic and written communications)
- Sean, Ashley, Aaron: Assistance from faculty to help promote upcoming graduate events and information sessions to current undergraduate students (distribution of fliers and classroom presentations as necessary)
- Sean: Meetings with Dean Cobanoglu and CHTL advisory council including local hospitality industry General Managers to discuss outreach to employees (as needed)
- Sean, Aaron, Ashley: Ongoing collaboration as a cross-functional team with academic administrator, graduate admissions program specialist and graduate advisor to review trends, potential barriers to admission, and promotion of Hospitality Management.
- Team: Assist with Hospitality Management walk-ins as needed
- Aaron, Sean, Ashley: Personal phone calls to prospects and applicants on an individual basis and phone campaigns.

**College of Education Programs**
- Priscilla, Ashley, Aaron: Meetings with Dean Osborn (Outreach, Admissions, Advising and a representative from Marketing) to discuss specific strategies and enrollment targets
- GRE suspect list (electronic and written communications)
- Priscilla: Assistance from faculty, as needed, to help promote upcoming graduate information sessions to current students (distribution of fliers and classroom presentations as necessary)
- Priscilla: Coordinate COE graduate program information sessions at targeted district and school sites with faculty assistance as needed.
- Priscilla, Sean, Aaron, Ashley: Ongoing collaboration with graduate advisor to review trends, potential barriers to admission, and promotion of COE graduate programs
• Team: Assist with COE graduate program walk-ins as needed.
• Aaron, Ashley, Priscilla: Personal phone calls to prospects and applicants on an individual basis and phone campaigns.

**College of Arts & Sciences (CJA)**

• Katrina, Sean, Aaron: Meetings with CJA faculty and Dean Rose to pursue faculty feedback and partnership opportunities to discuss specific strategies and enrollment targets. Identify possible speaking opportunities.
• Katrina, Sean: Semester visits, emails and phone calls to local area public agencies, organizations, and related companies to promote awareness of our institution, program and upcoming information sessions.
• Aaron, Ashley, Katrina: Personal phone calls to CJA prospects and applicants
• Team: Assist with CJA prospective student walk-ins as needed
• Katrina, Sean, Aaron, Ashley: Ongoing collaboration as a cross-functional team to review trends, potential barriers to admissions, retention, and promotion of CJA program.
• Katrina: Facilitate assistance from CJA faculty and graduate advisor to help promote to current USFSM CCJ/ISS students (distribution of flyers and classroom presentations).
• Team: Facilitate ongoing collaboration with student clubs and organization to promote graduate program and upcoming information sessions
• Sean: Collaborate with Career Services to partner with local organizations/companies.

**On-Campus Events with Communications**

**Letter to UG graduation list with 3.0 GPA (Goal iii)**

Personalized informational letters are sent to undergraduates who have applied to graduate each semester and have at least a 3.0 GPA. The purpose of the letter is to congratulate the student on their success in their undergraduate career and to provide information on the masters programs available at USFSM.

**Campus Tours (Goal i, ii, iii, iv)**

Group tours are available Mondays and Wednesdays. Prospective students and their families may sign up for campus tours online. Admissions/Advising Clerk confirms tour requests via email and phone calls. As an ongoing initiative, thank you emails through Hobsons will be sent to prospective students by Admissions/Advising Clerk after the tour has concluded.

**Open Houses (Goal i, ii, iii, iv)**

Open Houses are coordinated through the Admissions Outreach Office and are scheduled once a semester at both USFSM and USFSM at North Port. Open Houses seek to engage prospective freshman, transfer, and graduate students through a presentation of programs, campus tours, and faculty/staff breakout sessions. Admissions Counselors promote upcoming Open House dates to prospects through phone calls, email blasts, direct mailings, fliers, and presentations. Attendees receive a
thank you postcard with a reminder to apply as well as important admissions dates and procedures. These attendees are also included in phone communications. Anticipated Open House dates are as follows: 10/3/13 (Sarasota), 10/10/13 (North Port), 10/19/13 (USFSM Homecoming Kick-off & Preview Event), 3/6/14 (Sarasota), 3/27/14 (North Port), 4/12/14 (Sarasota Preview Event), 6/12/14 (North Port), and 6/26/14 (Sarasota).

**Master's Degree Information Sessions (Goal iii, iv)**

Master’s Degree Info Sessions are coordinated through the Admissions Outreach Office and typically scheduled once a semester at USFSM on a Saturday. Master’s Degree Info Sessions seek to engage prospective Master’s degree students through faculty/staff breakout sessions, an alumni panel and campus tours along with a presentation of graduate programs, admissions procedures, and financial aid. Admissions Counselors promote upcoming dates to prospects through phone calls, email blasts, direct mailings, fliers, and presentations. Attendees receive a thank you email and note with a reminder to apply as well as important admissions dates and procedures. These attendees are included in phone communications as well. Anticipated Master’s Degree Info Sessions dates are as follows: 1/25/2014, and 6/7/2014.

**Classroom Presentations (Goal iii, iv)**

Classroom presentations provide a venue for Admissions Counselors and Academic Advisors to promote Master’s programs as well as upcoming information sessions to current USFSM students including USFSM at North Port. These ongoing efforts are coordinated through Admissions Counselors working in collaboration with USFSM faculty and graduates of our master’s programs.

**Assessment Plan (Goal iv)**

As a department, it is important that we evaluate the success of the efforts outlined above by determining yield rates. These efforts could include registering for an event, applying for admission, enrolling in classes, etc. from the target audience. We will stay involved with students throughout the USFSM enrollment continuum to maximize our efforts. Using Hobsons Connect, we are able to track when and how our individual targets have been contacted by Outreach and Admissions. To most effectively evaluate our efforts, we will analyze the data across the semesters and annually. Each admissions counselor will have specific targets assigned to them, usually by major of interest. Using Hobsons Connect and Retain, we will periodically export the targets’ information (including events attended, application status, etc.) to allow the counselor to tailor their contact with the target. Our student continuum is a cycle, with our current student population feeding back into suspects as they approach graduation.
The following outlines how we intend to measure our success in moving our points of contact along the continuum.

**Suspects – Prospects**

In Hobsons Connect, suspects are defined as contacts acquired through purchased lists, employee lists, third-party referrals, etc. Suspects become prospects by initiating contact with or inquiring about USFSM. Using Connect, exports will be scheduled indicating what suspects became prospects within two weeks of specific communications (i.e. phone campaign, open house invitation) or events (i.e. open house, high school visit).

**Prospects – Applicants**

Using similar methods to those outlined above, we will track how many applications are generated by our efforts. Exports will be scheduled indicating how many prospects or suspects have applied to USFSM within two weeks of a “call to action” communication or event.

**Applicants – Admits**

Currently, we have a set communication plan that informs our applicants need to become admits at particular times. Using Connect, we will target applicants who have not viewed their emails (or who do not respond to the “call to action” by following a link or remitting documents – a sample of how results can be viewed is pictured below), and intervene by personally contacting them through scheduled phone campaigns. Exports will be scheduled showing how many applicants contacted through these calls become admits in the two weeks following the effort to determine effectiveness.
Admits – Students

We will continue to include information such as immunization and Orientation requirements in our communications with admits to expedite and encourage registration. Using Connect, we will evaluate the delivery methods effectiveness by tracking the response (following a link, remitting documents) and implement changes as necessary.

Students – Graduates – Suspects

Our current students and alumni should be considered as suspects for our graduate programs, certificates, and even continued undergraduate pursuits. Although they will not be designated as suspects in Hobsons Connect until they have applied to graduate, we will be present at USFSM current student events, such as Week of Welcome and the Grad Stampede to promote our program offerings. We will also invite our current students to Outreach Events such as the Master’s Degree Information Session and Open House, and track responses using Connect and the current student management system, Hobsons Retain. The UG letter to 3.0 GPA and above will be sent to each student to inform them of the graduate programs that we offer at USFSM.
Future Goals

Develop a Dashboard with the data from Hobsons and the continuum of applications, admits, and enrolled by Freshman, Transfer, and Graduate.

Plan for residential program on-campus will require specialized publications, Outreach, and marketing outside of current service area.

Continue development of intentional strategies to increase enrollment and awareness of this institution.

Implement social media initiatives to include hash tags, QR codes, etc. to increase efficiency and online presence and to connect digitally with prospects.

Plan to attend School District meetings and in-services to represent USFSM and programs offered at the university.

Build a summer program for community groups to participate in on-campus activities.

Develop a month-by-month outreach plan for transfer and business areas of recruitment.

Compile a list with contact information on community groups.

Develop and Implement an enrollment funnel (see Appendix F).

Collaborate with SGA and student clubs or organizations to provide opportunities for prospective students from transfer institutions to participate at selected events at USFSM and visa versa.

Provide opportunities for round table discussions on K-20 initiatives with faculty from USFSM, transfer institutions and high schools for the purpose of collaboration and helping students meet success for postsecondary education.
Appendix A  Contact Lists

Employers offering tuition assistance as reported by students on Orientation Surveys (updated as of Fall 2013).

1) AAA South*+
2) ABC Fine Wines and Spirits
3) Achieva Credit Union
4) Ajax Paving Industries of FL
5) AMC Theater
6) AMF Bowling Center
7) Amick Roofing
8) Apollo Capital Management
9) ARINC
10) ASO LLC*+
11) AT&T
12) Bank of America
13) Bayfront Medical Center
14) Bealls Inc.*+
15) Best Buy
16) Beth-El Farmworker Ministry
17) Better Insurance Processing Technology
18) Blake Medical Center *+
19) BMO Harris Bank
20) Boar’s Head Provision *+
21) Bright House Networks
22) Buffalo Wild Wings
23) Building Engineering Consultants, Inc.
24) Busch Gardens
25) Champ’s Sports Corporate**
26) Charlotte County Government *
27) Charlotte County Sheriff’s Office*+
28) Charlotte Harbor Center
29) Chase Bank
30) Chik-fil-A
31) Children First*
32) Chili’s
33) Circle K
34) City of North Port*+
35) City of Ocala
36) City of St. Petersburg
37) Clockwork Home Services
38) Coca-Cola Bottling Facility
39) Coldwell Banker
40) Comcast*
41) CPM
42) Davidson Insulation
43) Davita Dialysis
44) Dental Care Alliance
45) Department of Juvenile Justice*
46) Doctor’s Hospital*
47) Eastern Florida State College
48) Eaton Corp*
49) Eaton, Honick, Pellegrino & McFarland PA
50) Englewood Community Hospital*
51) Eye Specialists
52) Farm Credit of Southwest Florida
53) Fawcett Memorial Hospital*
54) FED EX
55) Financial Insurance Management Co.
56) FINR
57) First Watch*
58) FL. Dept. of Revenue*
59) FL. Dept. Of Health*
60) FL. Workers Compensation Joint Underwriting Association
61) Foot Locker Co.
62) Freedom Village*
63) Gasparilla Island Bridge Authority
64) Geek Squad
65) General Propeller
66) Genuine Parts Company
67) Graham Packaging Co.
68) Guardian Ad Litem Office
69) Hard Rock Café
70) HCA
71) Health Management Associates
72) HealthSouth Rehabilitation Hospital
73) Herald Tribune*
74) Hilton*
75) Home Depot
76) Homewood Suites by Hilton*
77) Honeywell*
78) Hyatt*
79) Informa*
80) Jackson Hewitt*+
81) JDB International
82) J.E.A.
83) J.P. Morgan Chase
84) Kerkering, Barberio, & Co., PA*+
85) Kimal Lumber co.
86) Knowledge Universe
87) Kohls
88) Linksters
89) L3 Communications*+
90) Lakewood Ranch Medical Center*+
91) Lee Memorial Hospital
92) Lennar Homes
93) Life Path Hospice
94) Loews Don Cesar Hotel*+
95) Long Boat Key Club*+
96) MacDill Federal Credit Union
97) Manatee County Children’s Services*
98) Manatee County Government*+
99) Manatee County Health Department*+
100) Manatee County Sheriff’s Office*+
101) Manatee Glens*+
102) Manatee School for the Arts*+
103) Marriott*+
104) MGA Insurance Group
105) MSH Holdings Inc.
106) Naples Community Hospital
107) National Hair Center
108) Neuromuscular Therapy Center Inc.
109) Nike Inc.
110) Nine West
111) Orlando Health
112) Park South Imaging
113) PBOA (SRQ)
114) Pepsi Bottling Group
115) Peek Traffic, Inc.
116) PGT*+
117) Pierce Manufacturing*+
118) Progressive Insurance*
119) Publix*+
120) Quota, Inc.
121) Raymond James Financial*
122) Regions Bank*
123) Resource Conservation Technologies Inc.
124) Ritz-Carlton*+
125) RPIS
126) RTI Surgical
127) Saddle Creek Logistics Services
128) Sam’s Club
129) Sarasota County Clerk of Court*+
130) Sarasota County Government*+
131) Sarasota County Public Defender’s Office+
132) Sarasota County School Board*+
133) Sarasota County Sheriff’s Office*+
134) Sarasota-Manatee Airport Authority*+
135) Sarasota Memorial Hospital*+
136) Sarasota School of Arts & Sciences*+
137) Scott’s Paint
138) Siemens Healthcare
139) Signature Solutions Corp
140) Skanska Building
141) Spencer Gifts
142) Sprint
143) St. Anthony’s Hospital
144) Staples
145) Starbucks
146) State College of Florida*+
147) State of Florida
148) State of Florida DOC*+
149) Sun Coast Media Group
150) Sun Hydraulics*+
151) Sun Orchard of Florida
152) Sunset Lake
153) SunTrust Bank*+
154) Sysco Food Service*+
155) T & H Comptrollers
156) Tampa General Hospital
157) Target*+
158) Taylor Woodrow Homes
159) Tervis*+
160) The Glenridge
161) The Loveland Center
162) The Rehfeldt Group
163) Tidewell Hospice*+
164) Transitions Optical, Inc.
165) TriEst Ag Group
166) TriNet+
167) Tropicana**+
168) UF/IFAS Sarasota County Extension
169) UNIF
170) United Parcel Services
171) U.S. Air Force
172) United States Army
173) United Technologies Corporation
174) Universal Insurances
175) USF**+
176) Valpak of the Suncoast
177) Venice Regional Medical Center**+
178) Verizon*
179) Vertex Inc.*
180) Village on the Isle
181) Vitamin World
182) Wal-Mart
183) Waste Management
184) Wells Fargo
185) Zenith Insurance**+
186) Zirkelbach Construction
187) ZNS Engineering

* = contact established and receives regular electronic communication as a “Gatekeeper”

+ = visited within year 12-13

Important notes:

Of the 187 companies identified by students as companies that offer tuition reimbursement, 67 companies are on the “Gatekeeper” contact list

Of the 187 companies identified by students as companies that offer tuition reimbursement, 57 companies received personal visits within the year 2012-2013
Community/State Colleges for Transfer Recruitment (updated Oct 2013)

Community/State Colleges and Contacts within 75 miles
Central Florida College: June Hall, 352-873-5800 ext.6104, hallj@cf.edu
Charlestone Technical Center: Dr. Karyn Gary, 941-255-7500 ext. 102, karyn_gary@ccps.k12.fl.us
Edison State College Lee: Jeanette Fritz, 239-489-9005, jdowney@edison.edu
Hillsborough CCC Dale Mabry: Fred Jaeger, 813-253-7316, fjaeger@hccfl.edu
Hillsborough CCC SouthShore: Dr. Craig Hardesty, 813-259-6151, chardesty@hccfl.edu
Hillsborough CCC SouthShore: Yaima Serrano, 813-259-6112, yserrano7@hccfl.edu
Hillsborough CCC Brandon: Landon Shepard, lshepard2@hccfl.edu
Manatee Technical Institute: Maria Parrish, parrishm@manateeschools.net
Pasco Hernando CC West: Jessica White, 727-816-3764, whitej@phcc.edu
Polk State College: Oscar Ramer, 863-297-1010, oramer@polk.edu
South Florida SC Bowling Green: Teresa Crawford, 863-773-3081, teresa.crawford@southflorida.edu
South Florida State College Charlestone: Laura White, 863-453-6661 ext. 7154, whitel@southflorida.edu
South Florida State College Avon Park: Sandi Urmann, 863-784-7291, urmanns@southflorida.edu
South Florida State College Avon Park: Ricardo Pantoja, 863-784-7292, pantojar@southflorida.edu
South Florida State College DeSoto: Suzanne Demers, 863-993-1757,
State College of Florida Bradenton: Nicole Stablein, 941-752-5498, stablen@scf.edu
State College of Florida Bradenton: Chiquita Henderson 941-752-5619, henderc1@scf.edu
State College of Florida Bradenton: Jammie Jordan, 941-752-5120, jordanj@scf.edu
State College of Florida Venice: Darlene Wedler-Johnson, 941-408-1404, werlerd@scf.edu
St. Petersburg College Clearwater: Kathleen Griffin, 727-791-2638, griffin.kathleen@spcollege.edu
St. Petersburg College Seminole: Joe Dvoracsek, 727-394-6108, dvoracsek.joe@spcollege.edu
St. Petersburg College Seminole UPC: Wendy Berry, 727-394-6200, berry.wendy@spcollege.edu
St. Petersburg College Seminole UPC: Catherine Kennedy, 727-394-6202,
kennedy.catherine@spcollege.edu
St. Petersburg College Seminole UPC: Maria Greene, 727-394-6206, greenemaria@spcollege.edu
Valencia Community College Osceola Campus: Kathleen Plinske, 407-582-4975,
kplinske@valenciacollege.edu
Valencia Community College West Campus: Patricia TERRILL, phale2@valenciacc.edu

Contacts for Classroom Presentations for Community/State Colleges within 75 miles
Edison State College Charlotte: Tom Carr, 941-637-5622, tcarr@edison.edu
Manatee Technical Institute: Dana Johnson, 941-751-7900 ext. 2112, johnson2d@manateeschools.net
State College of Florida Venice: Michele Groves, 941-408-1536, grovesm@scf.edu
State College of Florida Bradenton: Gladys Green, greeng@scf.edu
State College of Florida Bradenton: George Barthalow, barthag@scf.edu
State College of Florida Bradenton: David Eisner, eisnerd@scf.edu
State College of Florida Bradenton: Floyd Winters, winterf@scf.edu
State College of Florida Bradenton: Anna Viggliotti, viglioa@scf.edu
State College of Florida Bradenton: Susan Sheffiel, sheffis@scf.edu
State College of Florida Bradenton: Greg Arnold, arnoldg@scf.edu
State College of Florida Bradenton: Kenneth Pearson, pearsok@scf.edu
State College of Florida Bradenton: Douglas Scott, scottd@scf.edu
State College of Florida Bradenton: Steve Floyd, floydh@scf.edu
State College of Florida Bradenton: Amy Santos, santosa@scf.edu
St. Petersburg College Seminole: Sandy DeCarlo, 727-394-6130, DeCarlo.Sandra@spcollege.edu
St. Petersburg College Seminole: Michael Poliquin, 727-365-2129, poliquin.mike@spcollege.edu
Community/State Colleges beyond 75 miles
College of Central Florida: Randolph Bellamy, 352-854-2322 x1543, bellamyr@cf.edu
Edison State College Collier: G. Gary Rhine, 239-732-3709, grhine@edison.edu
Lake Sumter CC: Claire Brady, 352-435-6308, brady@lscc.edu
Santa Fe College: Stacey Ledvina, 352-395-5611, Stacey.ledvina@sfcollege.edu
Santa Fe College: Gayle Jones, 352-395-5226, gayle.jones@sfcollege.edu
Seminole State College: Charity Lo-Giudice, 407-708-2440, logiudicec@seminolestate.edu

Community/State Colleges beyond 75 miles
Broward College
Chipola College
Daytona State College
Eastern Florida State College
Florida Gateway College
Florida Keys Community College
Florida State College at Jacksonville
Gulf Coast State College
Indian River State College
Miami Dade College
North Florida Community College
Northwest Florida State College
Palm Beach State College
Pensacola State College
St. Johns River State College
Tallahassee Community College
High School Contacts for Freshman Recruitment
*High schools with which outreach has strong relationships for presentations and visits
(Note that there is contact information for some high schools that need further development)

**Manatee County**

**Public High Schools (7):**

*Bayshore: Laura Roberts, 941-751-7004 ext. 2010, robertsl@manateeschools.net
*Braden River: Eric Sanders, 941-751-8230 ext. 2085, sanderse@manateeschools.net
*Lakewood Ranch: Michelle Todoroff, 941-727-6100 ext. 2021, todoroffm@manateeschools.net
*Manatee: Linda Norris, 941-714-7300 ext. 2074, norrisl@manateeschools.net
*Palmetto: Keenan Wooten, 941-723-4848 ext. 2026, wootenk@manateeschools.net
*Southeast: Keenan Wooten, 941-741-3366 ext. 2024, wootenk@manateeschools.net

**Charter High Schools (2):**

Manatee School for the Arts: Joy Fitzpatrick, 941-721-6800 ext.1124, jfitzpatrick@msfta.org
State College of Florida Collegiate School: Angela Almeyda, 941-752-5494, almeyda@scf.edu

**Sarasota County**

**Public High Schools (9):**

*Booker: Lem Andrews, 941-355-2967 ext. 65051, Lem_Andrews@sarasota.k12.fl.us
*North Port: Rose P. Beach, 941-423-8558, Rose_Beach@sarasota.k12.fl.us
*Riverview: Alix Giannini, 941-923-1484 ext. 64016, alix_giannini@sarasota.k12.fl.us
*Sarasota: Buff Betz, 941-955-0181 ext. 64661, Buff_Betz@sarasota.k12.fl.us
*Suncoast Polytechnical: Michael Cellamare, 941-921-3981 ext. 20225, Michael.Cellamare@sarasotacountyschools.net
*Venice: Kim Kindell, 941-480-3178, Kim_Kindell@sarasota.k12.fl.us
* Pine View: Lance Bergman, 941-486-2001, Lance.Bergman@sarasotacountyschools.net
Oak Park:
Phoenix Academy:

**Charter High Schools (2):**

Sarasota Military Academy: Major Trina Waldhalm, (941) 926-1700 ext 226, trina_waldhalm@sarasota.k12.fl.us
Imagine High School (North Port): Kim Bailey, 941-426-2050, ext 210, kim.bailey@imagineschools.com
**Sarasota/Manatee County Private High Schools (12):**

Bradentont Academy:
*Bradenton Christian: Julie Cunard, 941-792-5454, jcunard@bcspanthers.org
*Cardinal Mooney: Maureen Sullivan, 941-371-4917, msullivan@cmhs-sarasota.org

Fielding Academy of Sarasota 6-12:
Heritage Christian Academy K-12:
Out of Door Academy: Joseph Runge, 941-554-5990, jrunge@oda.edu
Prew Academy:
Sunnyside Mennonite School K-12:
*St. Stephen’s: Kim Lord, 941-746-2121, KLord@saintstephens.org
* Sarasota Christian School PK-12: Dawn Graber, 941-371-6481 ext. 262,
*Venice Christian: Ida Kiss, 941-496-4411, idakiss@venicechristian.org

**Charlotte County**

**Public High Schools (3):**

*Charlotte: Denise Jordan-Sansone, 941-575-5450 ext.1422, Denise.L_Jordan-Sansone@ccps.k12.fl.us
*Lemon Bay: MaryJo Holleran, 941-474-7702, maryjo_holleran@ccps.k12.fl.us
*Port Charlotte: Debra Tate, 941-255-7485 ext.3118, Debra_Tate@ccps.k12.fl.us

**Charter High Schools (1):**

Edison Collegiate School:

**Private High Schools (5):**

Charlotte Regional Christian Academy:
Community Christian School:
Florida Preparatory Academy:
Heritage Christian Academy:
Port Charlotte Christian:

**DeSoto County**

**Public High Schools (1):**

*Desoto: Lisa VonDach, 863-494-3434 ext. 211, lisa.vandach@desota.k12.fl.us
Private High Schools (3):

Arcadia Girls Academy (alternative):
Arcadia Life Christian Academy:
Arcadia Peace River Valley Church Academy:
Appendix B  Communication Plans (Subject to Change)

Suspect Communication Plan

- Delete Contact
- Opt Out?
- Interaction?

FTIC: FI Trends, SAT/ACT Lists Grad: GRE/GMAT Lists

ASAP Email (how we got name, events, campus tour, imagine-a-bull)

1. month email (Verify info, imagine-a-bull)

2. month email (Last attempt, include opt-in survey, imagine-a-bull)

3/19/2013
For simplification, the UG and GR applicant plans are currently being merged. See UG plan for basic communication plan shell.
Appendix C  Imagine-a-bull “VIP” Dynamic Microsite (Hobsons)

The goal of any prospect or suspect communication plan, as well as many applicant and newly admitted communication plans, is to lead students to the newly created Imagine-a-bull Dynamic Microsite hosted through Hobsons. To enter the site, students must fill out a short form with their personal information. They can then register for tours and events, see updated information on the university (including application deadlines, etc.), and view various social media posts via widgets placed within the microsite. The site is dynamic based on the student’s selections.
Appendix D  Freshman Application Processing

FTIC Application Processing

1. SAT (verbal & math) >= 500
   Writing section must be submitted OR
   ACT (verbal & math) >=21
   Writing section must be submitted
   ii. HS GPA >= 3.3
   iii. HS units
   iv. GED

2. AP, IB or AICE Coursework (3 or more courses)
   i. Pre-Calculus, Calculus or higher Math
   ii. Additional Natural Science Course(s) with Lab
   iii. Additional Foreign Language Courses
   iv. SAT-Reading >=550 or ACT-English-Writing>=24
   v. Dual Enrollment Coursework (2 or more courses)
   vi. FSGPA >=3.0
### Appendix E  Admissions & Outreach Calendar (Subject to change and edits)

<table>
<thead>
<tr>
<th>Subject</th>
<th>Location</th>
<th>Start</th>
</tr>
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<tbody>
<tr>
<td>Promotion of NP Open House on Social Media (Mtg)</td>
<td></td>
<td>Fri 5/31/2013 7:30 AM</td>
</tr>
<tr>
<td>Grad School Workshop</td>
<td></td>
<td>Sat 6/1/2013 7:30 AM</td>
</tr>
<tr>
<td>Promotion of NP Open House on Social Media (Mtg)</td>
<td></td>
<td>Mon 6/3/2013 7:30 AM</td>
</tr>
<tr>
<td>UPC Coverage (Katraina)</td>
<td>SPC Seminole</td>
<td>Mon 6/3/2013 10:00 AM</td>
</tr>
<tr>
<td>Visit to Sarasota Memorial Hospital (Sean)</td>
<td></td>
<td>Tue 6/4/2013 9:00 AM</td>
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<tr>
<td>Open House USFSM at North Port</td>
<td>NP (Talk to NP)</td>
<td>Wed 6/5/2013 5:00 PM</td>
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<tr>
<td>Homepage Rotator for Open House (Mtg)</td>
<td></td>
<td>Thu 6/6/2013 7:30 AM</td>
</tr>
<tr>
<td>Promotion of Master's Degree Info Session on Social Media (Mtg)</td>
<td></td>
<td>Thu 6/6/2013 7:30 AM</td>
</tr>
<tr>
<td>All Admissions meeting</td>
<td>C245</td>
<td>Thu 6/6/2013 10:00 AM</td>
</tr>
<tr>
<td>USF Around the Hons Coaches Tour (Sean)</td>
<td>USFSM</td>
<td>Fri 6/7/2013 11:00 AM</td>
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<tr>
<td>Mote Marine World Ocean's Day Family Event (Sean, Dana &amp; backup)</td>
<td></td>
<td>Sat 6/8/2013 10:00 AM</td>
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<td>HCC SS UAC Coverage (Katrina)</td>
<td>HCC SS STPR-E</td>
<td>Wed 6/12/2013 12:30 PM</td>
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<tr>
<td>USFSM MBA Alumni Event</td>
<td>Gulf Coast Eagle Distributors</td>
<td>Thu 6/13/2013 3:30 PM</td>
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<td>Mon 6/17/2013 10:00 AM</td>
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<td>Lighthouse Transition Tour (Pat and Priscilla)</td>
<td>USFSM</td>
<td>Tue 6/18/2013 10:00 AM</td>
</tr>
<tr>
<td>Freshman Orientation Day (daytime event)</td>
<td></td>
<td>Wed 6/19/2013 8:00 AM</td>
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<td>Sarasota Chamber Mega Mixer Networking Event for Non-Profits; USFSM is an Exhibitor (Sean, Dar... Ramada Sarasota Waterfront</td>
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<td>Wed 6/19/2013 5:00 PM</td>
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<tr>
<td>Transfer Orientation Day 3pm -</td>
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<td>Thu 6/20/2013 3:00 PM</td>
</tr>
<tr>
<td>Open House USFSM</td>
<td>Selby (Reserve in NEO)</td>
<td>We 6/26/2013 5:30 PM</td>
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</tr>
<tr>
<td>closed</td>
<td></td>
<td>Thu 7/4/2013 8:00 AM</td>
</tr>
<tr>
<td>UPC Coverage (Katrina Cover)</td>
<td>SPC Seminole</td>
<td>Mon 7/8/2013 10:00 AM</td>
</tr>
<tr>
<td>UnidosNow HS Students Group Tour of Campus/Admissions (Katrina/Dannel/Dana)</td>
<td>USFSM</td>
<td>Tue 7/9/2013 10:30 AM</td>
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<tr>
<td>HCC SS UAC Coverage (Katrina)</td>
<td>HCC SS STPR-E</td>
<td>Wed 7/10/2013 12:30 PM</td>
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<tr>
<td>Freshman Orientation (daytime event)</td>
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<td>Wed 7/17/2013 8:00 AM</td>
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<tr>
<td>Transfer Orientation 3pm -</td>
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<td>Thu 7/18/2013 8:00 AM</td>
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<td>Berry Plastics Employee Education Fair (Katrina to cover)</td>
<td>Berry Plastics</td>
<td>Thu 7/18/2013 12:00 PM</td>
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<td>Unidos Now Hispanic Community Organizations Gathering</td>
<td>Selby</td>
<td>Fri 7/19/2013 8:00 AM</td>
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<td>UPC Coverage (Katrina)</td>
<td>SPC Seminole</td>
<td>Mon 7/22/2013 10:00 AM</td>
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<td>Sarasota Memorial Hospital Benefits Fair (Dana)</td>
<td>Sarasota Memorial Hospital</td>
<td>Wed 7/31/2013 8:00 AM</td>
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<td>HCC SS UAC Coverage (Katrina)</td>
<td>HCC SS Breezeway</td>
<td>Wed 7/31/2013 12:30 PM</td>
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<td>UPC Coverage (Katrina)</td>
<td>SPC Seminole</td>
<td>Mon 8/5/2013 10:00 AM</td>
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<td>BB&amp;T on Fruitville Road (Sarasota Chamber Networking Event) (Aaron Beecher to cover)</td>
<td>BB&amp;T on Fruitville Road</td>
<td>Mon 8/5/2013 5:00 PM</td>
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<td>Education Fair (Katrina Cover)</td>
<td>Charlotte County Sheriff Office</td>
<td>Wed 8/7/2013 8:00 AM</td>
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<td>Transfer Admissions Deadline</td>
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<td>Mon 8/12/2013 10:00 AM</td>
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<td>Employee Education Fair at 3 Communications (Katrina/Aaron to cover)</td>
<td>3 Communications in Sarasota</td>
<td>Wed 8/14/2013 11:00 AM</td>
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<td>HCC SS STPR-E</td>
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<td>Transfer Orientation 3pm-?</td>
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<td>Tue 8/20/2013 3:00 PM</td>
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<td>Freshman Welcome Event (B. Valentine) time?</td>
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<td>Thu 8/22/2013 8:00 AM</td>
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<td>HCC SS Breezeway</td>
<td>Wed 8/28/2013 12:30 PM</td>
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<td>Labor Day - closed</td>
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<td>UPC Coverage (Katrina)</td>
<td>SPC Seminole</td>
<td>Mon 9/9/2013 10:00 AM</td>
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<tr>
<td>College Night (Priscilla)</td>
<td>Pasco-Hernando Community College, 10230 Ridgy Road</td>
<td>Wed 9/11/2013 4:00 PM</td>
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<tr>
<td>Master's Info Session</td>
<td>Port Charlotte High School Gymnasium</td>
<td>Sat 9/14/2013 8:00 AM</td>
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<td>Charlotte County College Fair (Jenna)</td>
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<td>HCC SS UAC Coverage (Katrina)</td>
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<tr>
<td>Lee County College Night (Priscilla)</td>
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<tr>
<td>Collier County College Night (Priscilla)</td>
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<tr>
<td>College Night 2013 (Katrina)</td>
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<tr>
<td>TSRC Sarasota Passport Event (Priscilla)</td>
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<tr>
<td>Manatee County's 2013 Post-Secondary Education Night (Priscilla)</td>
<td>Bradenton Area Convention Center</td>
<td>Mon 9/30/2013 4:00 PM</td>
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<td>Sarasota County Fall College Night (Katrina)</td>
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<td>Fifth Annual College and Career Fair- Countryside HS (Priscilla)</td>
<td>Countryside High School, 3000 State Road 580, CL</td>
<td>Wed 10/2/2013 3:30 PM</td>
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<td>Sarasota Open House</td>
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<td>Thu 10/3/2013 5:00 PM</td>
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<td>North Port Open House</td>
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<td>Freshman Preview Event</td>
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<td>Master's Degree Info Session</td>
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<td>Sat 1/25/2014 9:00 AM</td>
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<td>USFSM Open House</td>
<td></td>
<td>Thu 3/6/2014 6:00 PM</td>
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<tr>
<td>North Port Open House</td>
<td></td>
<td>Thu 3/27/2014 5:30 PM</td>
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<tr>
<td>Prospective Student Event (formerly USFSM Day)</td>
<td></td>
<td>Sat 4/12/2014 9:00 AM</td>
</tr>
</tbody>
</table>

Recurrence: Weekly (4 Items)

SCF Venice University Advising Center (Jessica) SCF Venice Mon 1/14/2013 9:00 AM
Edison State College University Advising Center Edison State College Tue 1/15/2013 10:00 AM
SCF Bradenton University Advising Center (Katrina) SCF Bradenton Tue 1/15/2013 1:00 PM
Appendix F  Amended Observations: Planning for Enrollment Funnel Tracking

After attendance of various conferences during the summer of 2012, we have a plan of action to lay the groundwork for a more sophisticated enrollment funnel to directly track and assess our outreach activities. The plan will be implemented over time, with the first steps taking place during the fall of 2012.

According to Noel-Levitz presenter Sarah Cohen at the National Conference on Student Recruitment, Marketing, and Retention (July 2012), the enrollment funnel, nationally, is changing with the recent trends indicating the following: there are an increase in applications, increase in conversion from inquiry to applicant, increase in stealth applications, decrease in admit and completion rates, and decrease in yield from admit to enroll. Some of these trends we have seen at USFSM, others we have not. It is also becoming more evident, per Cohen, that students are entering the enrollment funnel, more increasingly, at a time of their choosing. According to figures provided, more than thirty percent of applications are now the initial point of contact of the prospective student, with 35% for first year students and 46% for transfer students, respectively. This makes our website an even more important tool for providing information to this population and creates a greater sense of urgency to ensure that our collaboration with marketing and advancement continues to develop. The other important collaboration, especially for our FTIC initiatives is our admission counselor/HS guidance counselor relationship. According to Noel-Levitz, 74% of prospective FTIC students use their guidance counselors to help formulate their list of prospective schools. Our counselor, Priscilla Goodwin-Serra, has already built a strong relationship with many area guidance counselors in a short period of time and continues to add to her relationships as each week of HS visits progresses. This is vital as, also according to Noel-Levitz, the US is currently in the middle of a slump in the projected number of 18-year-olds in the country that began in 2008 and is estimated to begin to rise again in 2016. With the stated top three factors, in the current economic climate, for college choice being cost, financial aid, and academic reputation, USFSM has a unique opportunity to capitalize on enrollment.

With the collaboration of Sean Grosso and Kailee Witt on the assessment portion of the enrollment plan (goal iv), we have determined the following points to build upon while planning the actual implementation of the assessment plan for the enrollment funnel:

- Create a weekly funnel report to track progress of prospective students through Hobsons
  - Report will contain freshmen, transfer, and graduate students in suspect, prospect, applicant, final applicant (completed applications), admits, and enrolled statuses.
  - The history of funnel benchmarks will eventually lead to predictive modeling of the enrollment funnel.
- Creation of an initial source code report that will track how students enter and move through the funnel
This report will determine return on investment for outreach initiatives (Bull Room, open houses, college fairs, high school visits, web site inquiries, etc...). Report will also help determine the USFSM percentage of “stealth” applicants, and will help to build the sense of “connection” to USFSM for these stealth applicants due to entering the funnel so late.

- Implementation of an aggressive and effective student search campaign
  - Reporting will determine the effectiveness of SAT, ACT, GRE, and GMAT purchase lists.
- Creation of strong marketing messages (collaboration with Advancement/Marketing) to keep the funnel moving.
  - We intend to utilize internal and external data to better understand our market
  - We will investigate, determine, and utilize the appropriate social media to effectively reach the target audience (HS students).

### Implementation and Steps:

Considering the scope of a fully functioning enrollment funnel, we have the necessary steps to implement the plan:

1. Cleansing of existing Hobsons records for data integrity
2. Migration of orientation data, communication plan, and online orientation from Hobsons Retain to Hobsons Connect (tentative due to VZ Orientation implementation)
3. Creation of Contact Stages (collaboration of Kailee, Jen and Emily from Hobsons) including, but not limited to, filter creation
4. Creation of dashboard to report on funnel effect

Credits given to Becky Bybel, Kailee Witt, and Sean Grosso for their role in planning and implementing this initiative.