

Division Enrollment Management & Student Affairs
 Department Admissions

1. What are the main objectives of your unit, and how do you measure success in achieving them?

Objective: Increase **New Student Enrollment** – A culmination of our Office of Admissions efforts measured in increased numbers across all areas of the funnel: Our goal is 913 new students (a 5.5% increase) for Fall 2023.

<u>FIRST YEAR</u>	<u>2023</u>		<u>TRANSFER</u>	<u>2023</u>	<u>FY + TR TOTALS</u>
Applications Total	2216		Applications Total	531	2747
In-State	1193		In-State	305	1497
WUE	806		WUE	170	976
Non-Res	204		Non-Res	34	238
International	14		International	22	36
Complete Apps Total	2062		Complete Apps Total	473	2534
In-State	1121		In-State	286	1407
WUE	750		WUE	141	891
Non-Res	182		Non-Res	25	207
International	8		International	21	29
Admits Total	2037		Admits Total	472	2509
In-State	1103		In-State	286	1389
WUE	746		WUE	140	886
Non-Res	180		Non-Res	25	205
International	8		International	21	29
Confirmed Total	829		Confirmed Total	385	1215
In-State	498		In-State	249	747
WUE	263		WUE	95	358
Non-Res	60		Non-Res	20	81
International	8		International	21	29
Enrolled Total	604		Enrolled Total	309	913
In-State	376		In-State	200	576
WUE	198		WUE	78	276
Non-Res	28		Non-Res	14	42
International	2		International	17	19

Objective: **Recruit and Engage** prospective students and their families through various on/off campus recruitment and outreach events.

- Measure: Continue to increase and expand the reach of events from prior year. Note: In-person visits in Oregon, Washington, California, Idaho, Arizona, Hawaii, Nevada,

Alaska, Hawaii, American Samoa; virtual events span the majority of US via virtual National College Fairs. Fall 2023 Goals vs. Fall 2022 actual:

- High School & Community College Visits: Attend 410 (+46)
- College Fairs: Attend 226 (+20) events
- SOU2You: Host 30 (+3) events on location in new/previous locations
- Application Workshops w/On the Spot Admission: Host 110 (+20)
- Campus Tours: Daily/Group tours to host 3500 (+300) visitors
- Preview Day: 3 events to host 700 (+50) guests including students/families
- Faculty Share: piloted 4 programs (North Medford, South Medford, Phoenix, Talent); increase to 20 (+16) programs spanning Southern Oregon Region
- Community College Partnerships: monthly visits to all partners with information sessions, drop-in advising, and On The Spot Admission
- Virtual Recruitment recruitment opportunities
 - Weekly Information Sessions (Zoom)
 - Weekly Application Workshops (Zoom)
 - Rolling One-on-Appointments (YouCanBookMe) goal of 400 (+26)
 - Monthly Adult Learner Information Sessions (Zoom)
 - Monthly Transfer Student Information Sessions (Zoom)
 - On-Demand Virtual Campus Tour (EAB)
 - On-Demand Raider Reception and Preview (Comevo)

Objective: **Market and Communicate** to prospective students and their families through multiple channels such as web, media, print, phone, and email to drive applications and enrollment to the university.

- Measure: Continue to increase reach through strategic and data driven analysis. 2023 Goals:

- 100,000 prospective student Name Buys (including 50,000 juniors) using predictive analytics with RNL, diversified through SAT, ACT, NARCUA
- 4-6 strategic launches of RNL Demand Builder (lead to inquiry) as names become available. 10,000 - 20,000 names per launch. Series of 8-10 emails, 2 mailings, dynamic content based on grade level, stage, geography, academic interest.
- 4-6 strategic launches of RNL Application Cultivator (inquiry to applicant) as names become available. 1,000 - 5,000 names per launch. Series of 8-10 emails, 2 mailings, dynamic content based on grade level, stage, geography, academic interest.
- Communication Architecture (inquiry to enrolled) w/dynamic content related to Geography, Academic Interest, Grade Level, and Funnel Stage: 125 points of contact through cycle to include – email, print, social, phone, text. Communications to also include parents/families and HS counselors.
- Continue to establish data sharing partnerships with High School Districts. To date, partnerships include: Ashland SD, Central Point School District, Eagle Point School District, Medford SD, Phoenix-Talent SD, Grants Pass SD, Klamath County SD, Redmond Proficiency Academy.
- Admit Hub Texting/AI Interface: Engage all 2747 (admitted students with engaging, strategic, informative content over a series of 10-15 texts per cycle.

- Parent Portal: Engage 3700 (+200) parents/family members
- Motimatic - Yield 15 (+10) enrolled students via Social Media targeting of A
- Tele-Counseling Average of 5-7 phone calls per applicant
- Increase followers across Social Media platforms- Twitter, Facebook, Instagram, TikTok
- Leverage BrightEdge SEO increase search results
- Digital Marketing - 360,00 impressions via RNL partnership
- Partner with campus constituents to assist in messaging (including, but not limited to: Financial Aid, New Students Programs, Housing, Student Success Coordinators, Student Health and Wellness, Bridge, Degree in 3, EDI, Honors, Athletics, various academic departments.

Objective: **Funnel Conversion**. Communicate and assist prospective students with the application process and movement through the admissions funnel; process documents (eg. applications, transcripts, test scores, essays, letters of rec); evaluate applicants and deliver admissions decisions; collect enrollment deposits; communicate next steps (registration, housing, Financial Aid) via multiple platforms.

- Measured in conversion numbers from stage to stage:
 - App to Complete App (92.24%)
 - Complete App to Admit (99.01%)
 - Admit to Confirmed (48.42%)
 - Confirmed to Enrolled (75.14%)

Objective: Provide excellent **customer service** to all across all mediums

- Phone Availability 9am-5pm, Monday- Friday, no phone tree, answer 99.99% of incoming calls.
- Walk-In availability 8am-5pm, Monday-Friday
- Routine evening/weekend availability via in-person and virtual meetings
- Opportunity to easily connect with our office via: phone, mail, email, text, social, virtual
- 3.7 out of 4 (likert scale) customer service survey

2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?

While our target audience is primarily Prospective new students and their families, our visibility, collaboration with internal/external partners, access, availability and knowledge base serves a wide audience to include: Prospective students/families; HS Counselors, educators and influencers; CC staff/faculty; SOU staff/faculty; Vendors and more. Services include:

- Customer Service and General Information
 - In-person; phone; email; mail; web; social; virtual
- On Campus Recruitment and Engagement activities
 - Campus Tours; Group Tours; Preview Days; Application Workshops; Admissions on the Spot; Raider for a Day; Raider Reception; Counselor Fly-In; OPU Counselor Conferences; VIP tour, and more.
- Off Campus Recruitment and Engagement activities

- High School Visits; Community College Visits; College/Career Fairs; Application Workshops; SOU2You Events, Raider Receptions, Faculty Share, and more
- Virtual Engagement
 - HS/CC Visits (various platforms); College/Career Fairs (various platforms); One-on-One appointments (YouCanBookMe); General Information Sessions (Zoom); Adult Learner Information Sessions (Zoom); Transfer Student Information Sessions (Zoom); Application Workshops (Zoom); Virtual Campus Tour (EAB); Raider Reception (Comevo).
- Educational/Organizational Partnerships (Internal and External)
 - Implementation and nurturing of HS School District Partnerships; CC partnerships
- Marketing and Communication
 - Creation and delivery of strategic Communication Architecture via print, email, text, social, phone, web; digital
 - Cross-departmental collaboration to market and communicate on behalf of academic and non-academic partners
- Data & IT
 - Tracking, reporting, and analysis for internal/external audience; CRM management; Vendor Platform implementation, maintenance, and nurturing (TargetX, RNL Demand Builder, Parent Portal, AdmitHub, Motomatic, Brightedge SEO)
- Document Processing and Retention
 - Inquiry information; admissions applications; transcripts; SAT/ACT test scores; essays; letters of req; AP/IB scores, Residency Affidavit, etc.
- Admissions Policies and Procedure
 - Stay current and compliant with admissions standards, policies, and procedure as governed/defined institutionally, regionally, and nationally.

3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours. Indicate if functionality of the position is tied to federal, state, or institutional compliance.

Four campus-based Admission Counselors

- Responsible for managing a recruitment territory and conducting high school visits, application workshops, representing SOU at college fairs, and assisting prospective students in those territories with the admission/enrollment process.
- Assisting prospective students and families who call, email, schedule virtual appointments, or walk-in the office.
- Manage the Raider Ambassador program and individual and group campus visits.
- Assist in the activities of campus programs; Preview Days, PNACAC college fairs, ICAR meetings, Counselor Conferences, Raider Receptions, Counselor Fly In, etc.
- **Portland Regional Admission Counselor**
 - Lives within their recruitment territory and is responsible for conducting high school visits, community college visits, attending college fairs, planning application workshops, and offering SOU2You events.

- Attends and helps with Preview Day events on-campus.
- **Admission Counselor, Transfer, and Multicultural Retention Specialist**
 - Responsible for managing a recruitment territory and conducting high school visits, application workshops, representing SOU at college fairs, and assisting prospective students in those territories with the admission/enrollment process.
 - Provides extensive outreach to prospective transfer students in the local territory.
 - Provides advising and counseling to current, multicultural students in an effort to ease transition to SOU/Ashland/college and increase retention
- **Associate Director of Admission Recruitment**
 - Supervises Admission Counselors
 - Reviews and submits reimbursements associated with recruitment events/travel.
 - Coordinates on-campus recruitment events; Preview Days, PNACAC College Fair, Counselor Fly In, Raider Reception.
 - Manages the college fair schedule which involves keeping track of college fair invitations, seeking out college fairs, registering/paying for college fairs, and assigning SOU reps to attend.
 - Designs and orders promotional items.
 - Tracks and compiles data associated with recruitment activities for planning and assessment purposes.
 - Manages recruitment territories and represents SOU at virtual events.
- **Assistant Director of Admissions Communication**
 - Supervises Admissions Communications Coordinator position; creates and facilitates execution of Admissions annual marketing and communication plan; Provide inventory and budgetary analysis of marketing efforts; Liason for campus partners; Direct implementation, support, and analysis of internal and external partnerships and vendors
- **Admissions Communication Coordinator**
 - Assists in development, implementation, and execution of strategic Admissions marketing and communication plan
 - Collaborates with Assistant Director and
 - Manages daily website maintenance, social media management, and creation of publication content
 - Assists in development and implementation of strategic marketing and communication plan
 - Create and deliver content via print, email, social, web, digital, phone
- **Admissions IT**
 - Database Management - responsible for technical oversight of all admissions databases to include data integrity, data exchange, duplicate resolution, policy and procedure
 - CRM Management - responsible for all operational aspects of Admissions CRM to include implementation and maintenance of communication architecture, reporting and analysis. Responsible for internal training, audits; external partnerships and collaboration requiring data exchange, reporting, analysis. Serves as point of contact to vendors for maintenance, updates, and system issues.

- Reporting and Analysis - responsible for external and internal reporting and data analysis. Provides input that influences strategic decision making.
- Technology Consultant - supports internal and external requests as needed; identifies new technologies and opportunities for efficiencies.
- **Director of Admissions**
 - Supervise direct reports and provide direction and oversight of operations, marketing/communications, IT functionality, and recruitment
 - Provides leadership and vision for the Office of Admissions, which includes undergraduate and graduate recruitment, application processing, outreach, recruitment marketing material, campus visitations and direct and indirect supervision.
 - Ongoing development and implementation of recruitment strategies including but not limited to transfer days, raider registration and orientation, counselor fly ins, college fairs, territory management, and preview days.
 - Works with the Assistant Vice President for Enrollment in analyzing data and determining strategies to meet targets in enrollment of population groups from geographic regions.
 - Represent the university and the Office of Admissions at Inter-Institutional Committee on Admissions and Recruitment (ICAR) meetings, professional conferences, meetings with students and/or parents, high school and college counselors and other events and campus meetings deemed important.
 - Oversee processing, setting goals and ensuring timely and efficient application through the office
 - Work with IR on research needs and trends in admissions data. Review state and national data on demographic and societal changes in prospective student populations.
- **Evaluation Specialist**
 - Processes applications and transcripts we receive, uses that information to update our Student Information System (SIS). Reviews transcripts to calculate GPA and determine admissibility of a student. Enters all the admissions decisions into our SIS. Communicates with students about application status, documents needed, and other application information. Verifies accreditation of schools we receive documents from.
- **Office Specialist**
 - Scans all new documents into our document imaging system, oversees emails (admissions@sou.edu, admithub@sou.edu, and transfer@sou.edu), oversees student employees (Operations Support Assistants), provides customer service to all persons who call, email, or come into our office.
- **Assistant Director of Operations**
 - Oversee the Operations team, Residency Officer, troubleshoot issues that may arise, provide backup for Admissions Counselors when they are out recruiting (help with Ambassadors, answer more in depth questions from prospective students, act as counselor for campus tours), organize and oversee audits, organize and oversee telecounseling campaigns, train others (internally and across departments) to use our

systems (eg. Banner, Perceptive Content, TargetX), ensure best practices for Admissions policy and procedure.

- **Operations Support Assistant (Student Employee)**
 - Provide telecounseling to reach out to our prospective students, put together recruitment materials (e.g. tour bags, inquiry packets, special folders), data entry, sort documents using our Student Information System, and daily office support (e.g. answering phones, opening mail, greeting visitors).
- **Raider Ambassador (Student Employee)**
 - Provide campus tours; assist with event management; assist with calling campaigns; assist with mailings.

4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the university's mission?

There are opportunities for us to represent SOU at more high schools and college fairs than we can currently manage with our staffing level and budget. Value: financial stability and institutional vitality.

We have a lack of high-quality admissions/institutional video content. While we have phone videos from different departments we utilize, we do not currently have a designated video content creator or editor to produce professional level videos. This is a large disadvantage for SOU as many other institutions offer curated video content to publish on their website and social media channels. Students with accessibility needs also benefit from published multimedia content as they can hear the information. Value: Having an interpreter resource on campus to assist families and students that may be only or primarily Spanish speaking; Relates to the access, equity, inclusion portion of our mission statement.

5. How could the university help your unit do its job better?

- A major cosmetic upgrade to our current office space. The Admissions office is a space that should inspire confidence in visitors, after all we are asking them to make a substantial investment.
- Commit to substantial initiatives designed to increase retention.
- Ensure that all student support offices on campus are open from 8-5 on business days for walk-in visitors.
- Move towards Meta Majors.
- Either outsource or create an interpreter resource for the campus to use.

6. In what ways does your unit relate to other units of the university, academic and non-academic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?

- As a front door to the university we provide general information (at minimal directory information) and excellent customer service on behalf of nearly every office on campus.

- We provide data, reports, lists, and analysis to academic and non-academic departments as requested.
- We communicate a wide variety of specific information on behalf of academic and non-academic departments to prospective students and families, high school counselors, educators, influencers, and additional internal and external constituents.
- We host on-campus and off-campus events (Preview Day, Sou2You, Raider Receptions, Faculty Share, etc), that provide platforms for academic and non-academic departments to communicate information to prospective students, families, high school counselors, educators and influencers.
- We create branded informational materials that highlight academic and non-academic departments via print, email, web, social, phone, text.
- We assist academic and non-academic departments in the creation and distribution of informative materials via print, email, web, social, phone, text.
- We work with the graphic design and website departments to maintain and create content for distribution based on our needs.
- We triage current student walk-ins who are unaware of the remote statues of student support offices to include Raider Student Services and Financial Aid.
- We house the Residency Officer who makes residency decisions for both in-coming and current students.
- Support New Student Orientation with communications, event registration, reporting in support of Ready Ready and registration events.
- Support Student Success Coordinators by compiling and delivering reports/data; messaging next steps for incoming students; triage new and current students (walk-in, phone, email) seeking registration assistance, major-changes, etc.
- Support Housing by providing reports, sending communication, triaging inquiries, and disseminating important information.
- Support Graduate Programs by receiving admissions applications, transcripts, test scores; manage transfer of completed files upon completion; enter of admissions decisions and correct information into Banner; catalog departmental admissions letters.
- Support the International Programs Office in domestic/international classification, evaluation of domestic transcripts for international students; help facilitate NSE communications.
- Support academic programs (Bridge, Honors, Degree in 3, etc.) with information collection and distribution, reports.
- Support Financial Aid by providing reports and appropriate data as needed; send communications on their behalf as requested; merge and mail scholarship letters; triage FA inquiries from phone, email, text, etc.

7. What skill sets and resources does your unit possess that can be shared with other units at slack times?

- General education advising
- Communications to specific prospective student populations.

- Consultation for event planning and programming.
- Employees fluent in Spanish, French, Chinese, and Samoan.
- We can train others to utilize some helpful functionality of our CRM (Constituent Relationship Management) software.

8. Which individuals in your unit are cross-trained and in what areas?

- Admission counselors can do basic transfer course articulation and general education advising
- Admission counselors are well versed in talking about financial aid and housing
- The Assistant Director of Admissions Communications is cross trained in the following areas: recruitment; event planning; transcript evaluation; public-speaking, community and institutional partnerships, etc.
- Assistant Director of Operations cross-trained in evaluation.
- Evaluation Specialist cross-trained in residency

9. What resources do you need to improve your services to a superior level?

- Update our office (paint, carpet, seating, etc.)
- Funding to recruit in more areas or to be able to saturate current territories more than we currently do.
- Work cell phones or cell phone stipends. Recruitment staff cannot fulfill their duties without owning a smartphone and using their personal phone's storage space and data.
- From a strategic branding and messaging standpoint, we would benefit from a cross-campus training that focused on marketing. Numerous departments provide individual content across emails, print, and social media to their specific audiences; however, our styles, graphic design choices, and wording do not always align. A training held through institutional marketing that is open to staff, faculty, and students would be beneficial for consistent marketing. The training could cover university branding choices, best practices, marketing tips, as well as answer general audience questions.
- A translator service so we can better assist students and families who may have a language barrier

10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?

- We use: Banner, Cognos, TargetX (Salesforce), Perceptive Content, MainStay AI text bot, BrightEdge SEO, Comevo virtual event platform, YouCanBookMe, Zoom, CampusESP Family Portal, Mail Meteor, social media platforms, SCOIR, Parchment.
- Opportunity for better integration of document imaging and electronic document receipt – required is replacement of Perceptive Content and relative training.

11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?

- One or more regional admission counselors in CA.
- Purchase a self-guided campus tour app so people can access a robust campus tour via their phone while on campus or off.
- Translation of important information via web and print.

12. How do you review and evaluate your department's yearly performance?

- Funnel Goals - Applicants, Admits, Deposits, New Students
- Funnel Goals by Territory
- Conversion Rates across funnel stages
 - App to Complete App
 - Complete App to Admit
 - Admit to Confirmed
 - Confirmed to Enrolled
- Territory Management Analysis – For events and travel: Attendance, Interactions, Materials Dispersed, ROI, Annual Comparisons
- On Campus Events – Attendance, Impac, ROI
- Source Code assessment
- Marketing & Communications - Prospect/Inquiry Pool size; Vendor Analysis Reports; open rates, interactions, call to action responses, page views, log-ins, followers, completed phone calls, etc.
- CRM - Data Integrity
- SCARF Errors
- Customer Service Surveys

13. Explain how your unit could function with:

- 10 percent reduction to staff**
 - 20 percent reduction to staff**
 - 30 percent reduction to staff**
 - 10 percent reduction to non-personnel resources**
 - 20 percent reduction to non-personnel resources**
 - 30 percent reduction to non-personnel resource**
 - What would be the consequences or other effects on service delivery in each case?**
- Any reduction to staff (10-30% reduction), would have a corresponding impact on our ability to recruit new students:
 - Reduction in Admissions Counselors reduces our reach and ability to recruit
 - Reduction in Operational and/or marketing/IT staff would result in our inability to provide essential services, as we're already bare-boned in these areas.

- Any reduction in non-personnel resources (10%-30) would correspondingly impact:
 - Recruitment Travel
 - Recruitment Events
 - Print Publications/Mailings
 - Vendor Partnerships
 - BriteEdge (Search Engine Optimization)
 - Mainstay (texting/AI)
 - Motimatic (application generation)

14. What opportunities exist for greater collaboration and team approaches in the delivery of services?

- Increased collaboration with Youth Programs in data exchange and programming.
- Collaboration with faculty regarding recruitment initiatives (Faculty Ambassador Program...coming soon!)
- Increased collaboration with the EDI team regarding recruitment and marketing/communication efforts.
- Increased campus usage/training of Admissions CRM (TargetX)

15. How many “middle managers” do we have? Are there opportunities to reduce middle management in the organization and expand the span of control?

- We have 3 assistant directors who oversee their areas in conjunction with their daily responsibilities.

16. What technological improvements could be made that would result in labor savings?

- Improved document imaging system (replacement of Perceptive Content).
- Increased training of Admissions CRM to external departments
- Continuing to increase digital communications proportional to print
- Transcript articulation platform like Transferology

17. How can a service be more efficiently delivered?

- Recruitment to certain regions could be more effectively delivered by a regional rep.
- Transcript articulation platform
- Continue expansion of virtual options (information sessions, application workshops, etc.)
- Losing the Grad Coordinator position has been a challenge for our office when working with graduate students.

- Recreating and combining some of our print materials can streamline communications and save money.

18. What processes do we have that can be streamlined or eliminated to improve service delivery?

- Document Imaging (Perceptive content) can be streamlined
- New Student Orientation/registration is reliant on too many different systems; opportunities to condense and streamline
- There is an opportunity for external departments to be proactive in establishing dates/deadlines, defining processes, and keeping up-to-date information that can help the Office of Admissions communicate next steps to incoming students.
- We can streamline physical mailings by condensing informational pieces.
- Creating a process to automatically charge deferred application fees to matriculated students (similar to the enrollment deposit process)

19. Restructuring: What efficiencies might be gained by consolidating similar entities?

- Opportunities exist in International Programs with admissions application process
- Opportunities exist in Youth Programs with student data collection, programming for 9-12 grade students

20. Personnel: Have we worked around or structured around non-effective personnel and other personnel issues, and is this the time to stop indulging and start confronting the issue(s)?

N/A

21. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, cheaper?

- Content translation into Spanish
- Telecounseling for campaigns that don't require student application data (eg preview invitations, prospective student interest cold calls, other event invitations)

22. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?

- Increased access/opportunity for students and families (current and prospective) to access information in-person on a walk-in basis.
- Create a position or train student workers or staff that are campus based to address questions typically taken by admission counselors so that when counselors are off campus, prospective students visiting receive quality interaction.

- Expand virtual recruitment opportunities with specific focus areas such as: Degree in Three, Bridge, Honors, Financial Aid, Housing, Student Life, etc. Expanding our digital offerings is also a low cost way to reach a larger audience without the overhead cost of travel and staffing costs.

23. Benchmarking: Compare your unit with similar units at other institutions or national norms.

SOU Office of Admissions

- Number of employees:
 - **SOU Admissions 14**
 - Public Average 15
 - Public Median 15
- FTE equivalent Student Employees
 - **SOU Admissions 3.5**
 - Public Average: 11
 - Public Median: 6
- New Undergrads in 2021 (Fall/Winter/Spring/Summer) for each FTE involved in face-to-face outreach. (In 2021 we had 5 FTE).
 - **SOU Admission 208**
 - Public Average: 216
 - Public Median: 160
- FTE Employees involved in Face-to-face outreach:
 - **SOU Admissions 6**
 - Public Average 9
 - Public Median 8
- Budget:
 - **SOU Admissions Decreased by more than 2%**
 - Publics
 - 21% Budget decreased by more than 2%
 - 8% Budget stayed the same
 - 71% Budget increased by more than 2%
- FTE Employees Dedicated to Transfer Recruitment:
 - **SOU Admissions 1**
 - Public Average 2
 - Public Median 2

24. What can we stop doing?

- Our full out-of-state tuition is a barrier (even with increased scholarships) to students outside WUE states.
- Stop requiring admission counselors (Unclassified) to complete the FLSA timesheets every month. (if these FLSA timesheets are in fact needed in addition to the WTE, I'm not aware of the reason.)

25. How and where might we apply an EDI lens to this cost management discussion?

- We have a great opportunity to collaborate with our EDI partners (collaborations have already begun!). We have discussed increased programming opportunities; access and visibility at existing programs (Preview Day, etc); Applying an EDI lens to admissions marketing and communications to engage under-represented students/families; targeted outreach.