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COLLEGE

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## NSC Recruitment Plan

*2019-20*



## Recruitment Plan

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### Recruitment Plan Overview

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**Purpose:** Our mission at Nevada State College is founded on the idea that “excellence fosters opportunity.” Achieving excellence in our every pursuit – from teaching, to student support, to campus community – is how we foster life-changing educational opportunities for the students we serve. At NSC we are uniquely inspired by the opportunity to improve the lives and career paths of students who have been historically under-served in Nevada, including many from ethnically diverse, low-income, and first-generation backgrounds. However, the opportunity we offer is undoubtedly open to all students who are committed to earning a degree from our college. In simple terms, we aspire to be a “first choice” destination for any student whose greatest heights can be achieved at a college that champions great teaching and student success above all else. The Office of Admissions & Recruitment is an integral part of our campus, and naturally our commitment to excellence manifests in their work. This plan was constructed by the entire team and illustrates how the strategic efforts of Admissions & Recruitment can help the college achieve two of our foremost institutional goals, as delineated below.

**Goal 1 – Strategic Enrollment Growth:** Our goal is to achieve a rate of growth that addresses student demand and yields meaningful gains in formula funding, but does not eclipse our institutional capacity to offer a high-quality educational experience. Based on our growth rate over the last several years and anticipated recruitment initiatives, we are targeting a growth rate of approximately 5% each year (equating to 25-30 additional students), resulting in the 2025 projection shown in Table 1. A small drop in enrollment – mitigated by effective recruitment strategies – is expected for fall 2020 due to the new admissions policy.

Table 1

<b>Population</b>	<b>Fall 2019 Enrollment</b>	<b>Fall 2020 Target</b>	<b>Fall 2025 Target</b>	<b>Annual Average Increase</b>
First-time Freshmen	506	474	605	4-6%
Transfers	461	452-460	618	4-6%

In the pursuit of these goals, the Office of Admissions & Recruitment will regularly review recruitment and enrollment data – disaggregated by key variables such as academic major and student demographics – starting with Fall 2012 data. Changes in trends will be reviewed and recruiting practices will be adjusted, as needed, to better achieve institutional goals.

Goal 2 – Enhanced Student Success: NSC Provost Vickie Shields has publicly identified “improved graduation rates” as the top strategic goal of the institution, and progress towards this goal requires the combined effort of all campus constituents, from recruitment staff, to professors, to academic support specialists. To this end, the Office of Admissions & Recruitment will incorporate strategies and implement processes that help us encourage the enrollment of capable students who reflect our mission and are committed to earning a degree at Nevada State College. The retention and graduation rates identified in our recently completed 2020-2025 Institutional Strategic Plan, titled “Delivering on the Promise,” are detailed in Table 2.

Table 2

	Past					Present					Future				
	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	
1-yr Ret.	62%	70%	68%	69%	71%	71%	70%	71%	72%	73%	74%	75%	76%	77%	
2-yr Ret.	42%	38%	54%	58%	50%	52%	57%	58%	59%	60%	62%	63%	64%	65%	
3-yr Ret.	36%	30%	30%	39%	42%	43%	47%	48%	50%	51%	52%	54%	55%	56%	
4-yr Ret.	28%	27%	26%	23%	34%	31%	29%	31%	32%	34%	36%	37%	39%	40%	
6-yr Grad.	16%	14%	14%	14%	15%	16%	19%	20%	22%	23%	25%	27%	28%	30%	

## Recruitment Objectives & Strategies

*Below is a list of objectives and underlying strategies for the 2019-20 recruitment year. These objectives are consistent with our mission and institutional strategic plan, and support our two over-arching recruitment goals*

**Objective: Steadily increase enrollment numbers for committed freshman and transfer students (in raw numbers and as a proportion of the overall cohort)**

*Strategy 1:* Increase scholarship opportunities and awareness for identified freshmen and transfer student populations (i.e., high achieving, diverse, and first-generation individuals).

*Strategy 2:* Strengthen intentional recruitment of dual credit students through targeted visits to partner high schools and special informational and application events each fall and spring (e.g., Scholarship Banquet, Counselor Breakfast, Scorpion Preview Day).

*Strategy 3:* Implemented targeted high school recruiting structure (as detailed on p.6 of this document).

*Strategy 4:* Showcase our exceptional teaching and learning experiences, strong student support services (including extensive peer support), student life opportunities, historic growth, and student success (including profiles of

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exemplary students) to help establish NSC as a “first choice” destination for committed students).

**Objective: Refine admissions pipeline, from initial interest to fall enrollment, to increase yield of interested prospective students and minimize attrition of admitted students.**

*Strategy 1:* Help improve the degree of alignment between recruiting and critical student support areas (e.g., financial aid, advising, student orientation) to ensure that the efforts of each division are fully complementary.

*Strategy 2:* Complete communication and outreach plan in conjunction with advising and the registrar to ensure that students receive accurate, timely information about key milestones in the admissions process.

*Strategy 3:* Organize biannual meetings between recruitment staff and important stakeholders, including key faculty and campus deans, to build rapport and facilitate the exchange of critical information, particularly as it relates to the quality and breadth of institutional programs.

*Relevant events: Application night, Counselor Breakfast, etc.*

**Objective: Enhance the reputation and awareness of Nevada State College within the state of Nevada. We need to maintain and enhance a level of “importance” with community and education leaders around the Las Vegas valley. We will continue to work with other NSHE institutions to create a unified message about the importance of higher education in an improved economy.**

*Strategy 1:* Continue to improve our relationships with other NSHE institutions by collaborating and communicating regularly.

*Strategy 2:* Work collaboratively with marketing to increase exposure in Nevada.

*Strategy 3:* Increase exposure on all three CSN campuses.

*Strategy 4:* Continue to build lasting relationships with counselors, administration, parents, alumni and community members.

*Strategy 5:* Work with the Marketing & Events department and relevant campus stakeholders to build a stronger brand that prospective students and the community will understand and support.

*Strategy 6:* Continue participating in events across the Valley. Focus on communicating our mission to principals, counselors, CCSD staff, and educational foundations.

*Relevant events: Open House, College Fairs, High school visits, NSC Day*

**Objective: Increase assessment and utilization of evidence-based decision-making.**

*Strategy 1:* Rely on robust institutional data, reliable information “from the field,” and best practices in recruitment to evaluate and improve our work.

*Strategy 2:* Work closely with IR to utilize data and dashboards to improve the quality, efficiency, and impact of our recruiting efforts. This includes which high schools to target, fairs to attend, and initiatives to implement for both freshmen and transfer recruitment.

**Objective: Increase Interest in Education and LAS Programs: The Office of Admissions & Recruitment needs to work with key stakeholders to develop messages and marketing to increase interest in the Education and LAS programs.**

*Strategy 1:* Work with Education and LAS programs to develop concentrated messages and strategies to boost enrollment for these programs (including the unique strengths or “distinctive excellence” of each program). Highlight to prospective students the strengths of our programs at Nevada State. Push these programs to counselors, students, and the community.

*Strategy 2:* Maintain currency in best practices through literature review and conference participation, work closely with institutional research to monitor relevant data, and keep track of valuable information provided by stakeholders (e.g., counselors) for use in decision-making

*Strategy 3:* Highlight the stories of exceptionally successful LAS majors and alumni in recruiting presentations, events, materials, and other like-minded opportunities

**Objective - Provide Opportunity: To fulfill our mission of providing opportunity, Nevada State needs to focus on recruiting students of all backgrounds to create a truly equitable campus. To this end we will increase efforts to recruit greater numbers of Black/African-American students, White (non-Hispanic) students, and students from other populations that are under-represented at Nevada State compared to the demographics in Southern Nevada. Simultaneously, we will continue to recruit students from Hispanic and Asian/Pacific Islander populations, both of which have shown the most proportional growth in recent years.**

*Strategy 1:* Develop a multicultural recruitment plan that uses a comprehensive marketing campaign. Resources should include scholarship information, multicultural resources on campus and community outreach with partnered organizations. Work with community leaders to strengthen the Nevada State brand and mission. Use these resources to expand outreach to these communities. Emphasize great teaching and student-centeredness of the college; highlight success stories for students from all backgrounds; work with high school counselors to understand enrollment trends and reaffirm our mission to support all students.

*Strategy 2:* Collaborate with CEDI to increase number and effectiveness of community outreach initiatives; participate in more community events that involve the targeted population; collaborate with marketing to facilitate a multicultural marketing campaign

**Objective: Establish Competitive, Sustainable Scholarship Model: Increase total amount of scholarship funding and awards to enhance the recruitment of academically successful and committed students, while ensuring that the scholarship structure can be maintained through available institutional resources.**

*Strategy -* Develop a comp evidence-based, sustainable scholarship model that changes only slightly from year-to-year based on tuition cost.

## Recruitment Tiers (High Schools)

In collaboration with Institutional Research we have tracked relevant data for key area high schools, including application and enrollment numbers, demographic and academic major information, and student success outcomes (e.g. cumulative GPA and retention for enrolled students). Based on these data, we have created recruitment tiers for targeted high schools that reflect a balance of our overarching strategic goals – 1) growth and 2) student success. Schools in tier 1 show the most promise in helping us attain these goals, and thereby are the focus of our most intense recruitment efforts, with a progressively lower degree of emphasis on each subsequent tier. Overall, we are targeting an 8-10% growth for high schools in tier 1, while generally maintaining flat enrollment in tier 2. Overall, the tiers are based on:

- Enrollment, admit, applicant, and prospective student numbers from past years
- Yield rates of applicant-to-enrolled and admit-to-enrolled
- Average GPA of incoming freshmen
- Retention and cumulative GPA data for the students at NSC
- Counselor request for visits
- SOE, SON, and LAS program partnership opportunities
- Upward Bound partnership schools
- Fit for Nevada State’s mission

<b><i>Tier 1</i></b>	<b><i>Tier 2</i></b>	<b><i>Tier 3</i></b>
Basic	Cheyenne	Arbor View
Boulder City	Centennial	ATA
Canyon Springs	Clark	Bonanza
ECTA	Democracy Prep (Formerly Agassi)	Cimarron Memorial
Foothill	Desert Oasis	CSN High
Green Valley	Desert Pines	Global
Las Vegas	Durango	Legacy
Liberty	Mojave	LVA
Rancho	Palo Verde	Nevada State High
SECTA	Silverado	NWCTA
Spring Valley	Sierra Vista	Odyssey
Sunrise Mountain	SWCTA	Shadow Ridge
Valley	West Prep	West CTA
VTCA	Del Sol	
Coronado	El Dorado	
Western		
Chaparral		

**Objective: Find ways to tailor our message to each school.**

*Strategy 1:* Targeted messaging for each school from their recruiter.

*Strategy 2:* Continue to foster relationships with counselors and principals on high school campuses.

*Strategy 3:* Conduct more intensive early recruitment of sophomores and juniors to get students excited about college.

## Transfer Recruitment

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### Purpose:

Nevada State has a significant transfer student population thanks to our partnership with the College of Southern Nevada (CSN). Given the robust enrollment of CSN and the observed success of transfer students at Nevada State, our community college neighbor plays an integral role in our enrollment growth. In fact, expanding our transfer pipeline with CSN is one of our foremost strategic institutional goals, and it will be complemented by an ever-increasing effort to forge an even stronger relationship with the community college in a variety of areas. The following are strategies and programs designed to increase our transfer recruitment numbers.

### Objective: Increase our transfer numbers of graduating students from CSN.

Strategy 1: host the following events:

- a) **NSC Day** – Annual event where CSN counselors and advisors are invited to come to Nevada State to see what makes us such an excellent option for their graduating students. Up to \$2,000\*
- b) **On-Campus Recruitment** – The combined Transfer Center of NSC and UNLV hosted our first ever National Transfer Week event last year at the CSN Charleston campus. This year the plan is to expand this to all three campuses. We will also continue to host “Transfer Center Info Tables” at least twice a semester high traffic areas of all three CSN campuses.
- c) **Open House** – We will be working closely with Marlon Anderson, CSN Director of Academic Advising, to increase awareness of this event to the CSN student population. Elements of the Open House that pertain directly to transfer students will be increased. **Lunch & Learn**– Host ‘lunch and learn’ events at CSN for advisors, counselors and faculty that will highlight specific Nevada State degree programs. Ideally Nevada State faculty and department leadership will present at these events. Up to \$1000 \*
- d) **Coffee Bagels/Donuts with CSN Advisors** – Continue attending CSN Advising team meetings and providing coffee and bagels for these meetings. This is an important way to maintain our relationship with the advisors and stay up to date on what is happening at CSN. Up to \$500 \*

**Strategy 2: Transfer Center Makeover** – We are currently working with Nick Claus in Marketing to follow through with the makeover of our Transfer Centers that was proposed in the Spring. This is a key initiative that was agreed upon with Dr. Thomas, CSN AVP Student Success, in meetings over that last year.

**Strategy 3: High-Quality Recruitment Materials** – To help increase our mindshare among prospective transfers, we are working with Marketing to overhaul all of our marketing materials and update key recruitment components such as table displays and presentation graphics. Cost N/A (marketing).

**Strategy 4: Expanded Operational Schedule** – In an effort to increase our campus presence at CSN we will be increasing schedulable days at the CSN Charleston and N Las Vegas campuses from 2 days a week to 3 days a week. In addition, we will maintain our alternating Friday

morning schedule at the campuses. Dr. Thomas would eventually like us to commit to 4 days a week at each location.

**Strategy 5: Office of Career and Transfer Services** – As part of the agreements reached with Dr. Thomas in our meetings, the Office of Career Services and Re-Entry at CSN will be renamed the Office of Career and Transfer Services. This allows us a clearer path to support and integration within CSN as we now report directly to Bradford Glover, Director of Student Affairs, for all operational needs. This partnership has already resulted in key changes like access to CSN PeopleSoft and simplification of event planning and an official full time front desk person at Charleston and N Las Vegas Campuses to assist students seeking transfer services.

## Northern Nevada

Objective: Recruit students from Northern Nevada for online programs and/or transfer to NSC.

Strategy 1: The Office of Admissions and Recruitment has been working hand in hand with Dr. Potthoff and the School of Education to develop and expand our 2 + 2 Elementary Education degree programs with TMCC in Reno and WNC in Carson City. Our Transfer Coordinator, Lee Christopher, has been involved in meetings with Dr. Potthoff and stakeholders at both institutions related to marketing and recruitment of the current programs and expansion into secondary education programs that will be offered in the upcoming academic year. The need for a full time NSC professional staff member to be embedded at these schools to both recruit for the School of Education 2 + 2 programs and provide support and placement for observation and student teaching to these students was identified and approved as a new position that will start in July. Since then a new agreement has been created for a 3 + 1 program at TMCC with our Visual Media program. This position will be based out of Admissions and Recruitment yet work in coordination with academic leadership in these two programs and any future programs that are added to these partnerships at TMCC and WNC. We will provide training and support to this position and serve as a central hub for all Northern Nevada operations. This position will also assist with a limited amount of high school recruitment at schools in Northern Nevada. While we currently don't have a large first year population coming from this part of the state, the addition of student housing at NSC will invariably impact this paradigm.

## Future Initiatives

Through aforementioned meetings between NSC and CSN leadership a general path forward for the next two years has been established. This includes the creation of a CSN Alumni peer to peer mentorship program at NSC, potential internship and externship opportunities specific to CSN transfer students at NSC, and bussing of prospective transfer students from CSN for a tour experience at NSC. These are all tentative ideas that will require time and effort to develop and determine feasibility and return on investment.

## Summary

These are exciting times in transfer recruitment as we have a very eager partner at CSN in Dr. Thomas that is dedicated to rapidly expanding transfer connections and a new frontier in Northern Nevada to develop a new pipeline for transfer students. In each case the long term benefits of our investment into these student populations has amazing potential.



## Recruitment Events & Programs

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Office of Admissions & Recruitment events are an important part of the recruitment process. Nevada State needs to focus on recruitment events to show the community and students that we are a promising and affordable option for college. These events will give community members and prospective students a richer understanding of our campus, including the quality of our facilities, the talent and commitment of our faculty and staff, and the successes of our students. Every event will be assessed to determine the success of the program by using surveys and attendance data. Below is a brief explanation of each event that will be phased in over the next three years based on available funding and data showing success of the events:

**Counselor Breakfast (Fall):** Annual event welcoming counselors and educators to NEVADA STATE. Info and entertainment provided. CCSD educators and counselors are invited to attend. Cost: Up to \$2,000\*

**Counselor Swag Bags (Fall):** Take information, Viewbooks, and a care package to each of the counselors at Tier 1 & 2 schools. Build relationships with them. Cost: Up to \$10 per counselor

**Regional Application Nights (Fall) including Apply Nevada!:** NEVADA STATE goes to the students and parents. 4 applications nights in the fall. Assist with applying, financial aid, and help students and parents understand the college application process. Application Day on campus. Assist with applying, financial aid and tour campus. Cost: \$100 per event

**Scorpion Open House (Fall):** This annual event in is geared to encourage students to learn more about the campus, apply, receive scholarships on-the-spot, program information, etc. Cost: Up to \$8,000

**Scorpion Preview Day (Spring):** Invite all applied and admitted students to campus to see what Nevada State is all about. "This is your chance to experience Scorpion life before your freshman year starts. Along with meeting new friends, you get to attend a class, meet with faculty and students in your program, and enjoy meeting current Scorpions as you learn what a day in the life at Nevada State is like." Cost: Up to \$6,000 Add Scholarship breakout session.

**Scholarship Award Night Banquet:** Attend local high school's scholarship award nights for seniors. Read scholarship recipients along with amounts to highlight our efforts to scholarship the community. Spring event. Cost: \$100-\$500 (mileage)

**Counselor & Administrator Thank You Gifts:** Working with counselors, set up a time and date to take a thank you gift to counselors and administrators at all high schools. Build relationships, resolve concerns, and find ways to better recruit their students to NEVADA STATE. Cost: Up to \$500

\*Costs are an estimate due to costs of catering and swag.

## General Timeline of School Visit & Recruitment Events

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**Visits:** Outreach to schools in the high school/college setting.

**Events:** Special programs on campus or a special venue, hosted by Nevada State.

- August
  - Counselor Welcome Week (Events)
  - CSN Counselor Breakfast/Lunch (Events)
  - Ambassador Training
  - CCSD School Starts - August 12<sup>th</sup>
- September
  - Senior presentations (Visits)
  - Counselors & Educators Breakfast (Events)
- October
  - Senior presentations (Visits)
  - Access Fairs (Events)
  - WACAC College Fair (UNLV)
  - College/Financial Aid/ Parent Nights (Visits)
  - CSN Transfer Fairs (Visits)
  - TMCC Transfer Fair (Visits)
  - Application Nights (Events)
  - Apply Nevada Days (Events)
- November
  - Application Nights (Events)
  - Senior presentations (Visits)
  - College/Financial Aid/ Parent Nights (Visits)
  - Scorpion Open House (Events)
  - Classroom Presentations (Visits)
- December
  - Classroom Presentations (Visits)
  - Application Day at NSC
  - Service Project
- January
  - Classroom presentations (Visits)
- February
  - Prospective Student, Applicant, and Admit follow-up (Visits)
  - Next Steps
- March
  - Next Steps
  - CSN Transfer Fairs (Visit)
  - Scorpion Preview Day (Events)
- April
  - Next Step Presentations (Visits)
  - Junior presentations (Visits)
- May
  - Next step presentations (Visits)
  - Junior presentations (Visits)

- Scholars Night (Events)
- CCSD out for summer – May 20<sup>th</sup>.
- June
  - Strategic planning
  - In-office appointments
- July
  - Strategic planning
  - Marketing material update
  - Update high school presentation

## Campus & Group Tours

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In the past year, Nevada State College started offering campus tours on a weekly basis and the program has seen tremendous growth. Campus tours are conducted by student workers (Ambassadors) and/or Recruiters and are currently offered Monday - Friday at 3:00 pm. Group tours are for organizations (high schools, TRiO programs, Upward Bound groups, etc.) that wish to tour campus, but have more than 10 guests in their group. This allows Recruitment to do a specialized tour and presentation for each group. Group tours are offered throughout the week, any time of the day.

Campus tours will expand to being offered Monday, Wednesday, and Friday at 3:00 pm and Tuesday and Thursday at 11:00 a.m. to prospective students and members of the community. During the 2017-2018 school year, 598 prospective students and 536 guests came on a campus tour (an **increase** from 222 and 248 from 2016-2017, respectively). Over 1,500 guests came on a group tour (10+ people from one organization) during the same timeframe (an **increase** from nearly 1,000 last year).

We hope to increase the amount of people participating in the campus tour through additional outreach, including emails, postcards, and postings in additional publications. Campus tours will continue to improve by working with other departments to learn what is being offered and conveying that information to prospective students.