

Recruitment Coordination

CSUCI President's Operational Effectiveness Challenge

March 2024

Method:

Four-frame analysis (Bolman & Deal, 2017) and a large-scale campus survey to map the dimensions of the issue.

Illustrative Vignettes:

- 400 high school students visited campus for an event organized by a department. Contact information was not shared with Enrollment Management—it is impossible to track how many students might apply to CSUCI without this information.
 - Admission counselor visits a Community College transfer center. Staff in the transfer center said that other representatives from CSUCI have already visited the Community College earlier that week, but Enrollment Management does not know who they were.
 - Enrollment Management has not done training when faculty or staff go to schools or know who goes where and when. It is unclear if the “story about CSUCI” is consistent.
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Core Team:

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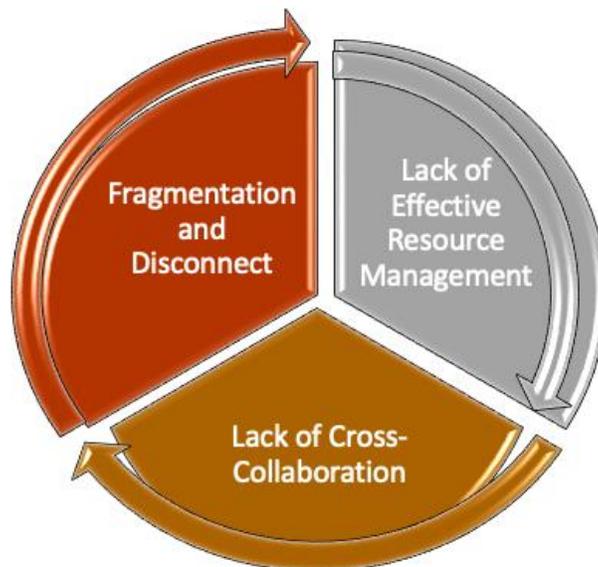
Overview

Overall, by addressing the complexity and communication challenges identified in this project, CSUCI can create a more efficient and effective outreach and recruitment strategy that benefits the entire university community.

Issue Defined

CSUCI has several different units that visit schools and provide outreach and recruitment. However, there is no system or process in place to help these units collaborate and share information. This can lead to duplicate efforts, missed opportunities, and a lack of coordination for CSUCI's recruitment efforts.

Summary Findings



Key Findings

1. Fragmentation and Disconnect

- **Centralized units:** Play a significant role in coordinating activities but limited enhanced communication and collaboration with other units (*structural frame—lateral and vertical*).
- **Perceived partnerships:** Many partnerships are unilateral, with limited, unintentional communication and documentation (*structural frame*).
- **Disconnected units:** Missing integrated overall strategy through targeted support and collaboration opportunities (*structural and human resource/psychology frames*).
- **Complexity:** Multiple units conduct outreach and recruitment, leading to confusion and lack of collaboration on campus and in the community (*structural frame*).

2. Lack of Effective Resource Management

- **Limited opportunities for shared resources:** Valuable asset but underutilized and could be improved through better promotion and collaboration (*political frame*).
- **Duplication of efforts and budgets:** Requires mapping existing initiatives, establishing data standards, and promoting joint marketing campaigns (*political and structural frames*).
- **Limited co-creation of materials:** Limited participation, requiring identification of barriers and incentives for broader engagement (*human resource/psychology frame*).

3. Lack of Cross-Collaboration

- **Cross-training and development:** Available in some units, but needs to be standardized, promoted, and expanded (*human resource/psychology frame*).
- **Peer mentorship:** Offered by a few units, with potential for expansion through collaboration and resource sharing (*human resource/psychology frame*).
- **Collaborative data collection and evaluation:** Limited, requiring development of common standards, data repositories, and collaborative projects (*structural frame*).
- **Joint programming:** Occurs in some areas, but opportunities for expansion and strategic planning exist (*all frames*).

Proposed Actions

1. **University-wide direction from the university leadership:** shared vision, 5- year goals, detailed enrollment plan, campus wide support, incentives, and recognition.
2. **Establish formal committees and structures:** For central outreach and recruitment, data collaboration, cross-training, peer mentorship, and overall strategy.
3. **Develop comprehensive resources and platforms:** Including a data dashboard, centralized repository of materials, and online platform for event/program sharing.
4. **Implement data-driven decision making:** Through standardized metrics, collaborative analysis, and integration with strategic planning.
5. **Increase communication and collaboration:** Through regular meetings, workshops, shared calendars, and a culture of data sharing.
6. **Offer targeted support and incentives:** For disconnected units and collaborative initiatives.
7. **Develop and implement a unified messaging framework** (*cultural frame—vision and “the story”*).
8. **Establish a plan** for sustainable practices over ad-hoc practices: what unit(s) will house the work identified in the above areas and be responsible for data collection and overall coordination.

Desired Outcomes from Actions

- Increased collaboration and resource sharing among units.
- Streamlined outreach and recruitment activities.
- More consistent and coordinated messaging to prospective students.
- Improved data-driven decision making and resource allocation.
- Increased enrollment and student success.

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EXECUTIVE SUMMARY 2024