

Undergraduate Recruitment Action Plan 2019-2022



DIVISION OF STUDENT AFFAIRS

EXECUTIVE SUMMARY

Higher education is at the cross roads of changing student demographics and enrollment changes for all types of institutions. Postsecondary education is experiencing a reduction in the belief of the value and need for a bachelor's degree. The general public is questioning whether the degree is worth the ever-increasing cost to enroll in college level course work. As such, the University of Arkansas at Little Rock is also facing overall enrollment challenges that impact not only the financial viability of the university but also the student experience it provides.

UA Little Rock has many opportunities to impact its enrollment over the coming years. Combined with a strategic retention plan, the university is posed to change the enrollment trend over the past several years. With a new marketing director in place and an enhancement to the branding efforts, UA Little Rock will be able to promote its academic programs and student experiences that have the ability to positively impact the enrollment of undergraduate students.

This plan is created to help guide direction for specific new student enrollment initiatives to increase enrollment of undergraduate students (i.e., new freshmen, transfers, reapplicants, and other populations including non-degree seeking students.) This plan is divided into multiple sections to specifically address the priorities, goals, and action plans for the various types of undergraduate students. Graduate students, law students, and non-fee paying students (e.g., those over age 60) are not included.

In order to help differentiate the initiatives within this document, the plan is divided into multiple parts to highlight the priorities and key action planning items that will be used to achieve the goals by student type. Part I will provide the overall priorities and goals used to reach annual new student enrollment goals. Part II will specifically outline the strategies and action plans to achieve new student enrollment goals for freshmen, transfers, adult, military, international, and other populations. Part III will describe the recruitment initiatives that are taking place in the various departments across the university such as Academic Affairs, Athletics, Benton Campus, online and other support units that ultimately impact the achievement of the goals by student type. These units coordinate, participate in, or directly support recruitment activities at the university. Finally, part IV provides an appendix that includes matrices of action plans to assist in implementing recruitment initiatives.

The recruitment plan is meant to serve as a tool to attain goal 1 of the strategic plan of the university. To that end, specific principles are designed and communicated to the university community, so everyone understands and begins from the same starting point.

Guiding Principles for Recruitment

- 1) All programs, services, and initiatives must support the achievement of enrollment goals
- 2) The university should adopt a "Culture of Service" to ensure that students and their families are at the center of everything we do
- 3) University-wide collaboration is more than an expectation; it's a way of working

Strategic Priorities and Initiatives

(action plans embedded in Part II)

OVERARCHING STRATEGIC OBJECTIVE: Increase enrollment at University of Arkansas at Little Rock through enhanced recruitment and retention efforts.

Strategic Priority 1: Increase enrollment of new freshmen

Strategic Priority 2: Increase enrollment of new transfer students

Strategic Priority 3: Increase enrollment of military connected students

Strategic Priority 4: Increase enrollment of international undergraduate students

Strategic Priority 5: Increase enrollment of specialized student populations

As is necessary for all planning documents, this recruitment plan along with an accompanying retention plan, is a document that should be considered dynamic, changeable, and flexible enough to manage the inherent variations that will likely arise as initiatives are regularly tested and assessed for effectiveness. As new student enrollment is evaluated each year, the plan may need to be refined to help enhance and improve the achievement of the annual priorities and goals. Feedback from various constituent groups across campus and within the Central Arkansas region may also provide insight that helps produce a more viable document for measuring and achieving success.

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BACKGROUND

UA Little Rock is currently experiencing an overall enrollment decline at the university with a major portion of the decline due to the undergraduate population. UA Little Rock isn't the only institution in the state, nor in the US, experiencing declines in degree seeking students. Since fall 2015, total enrollment in higher education has declined every semester, and in some regions and sectors the decreases have been significant. Although the number of high school graduates across Arkansas seems to be relatively steady, fewer graduates are going on to attend a postsecondary institution. In fall 2018 alone, over 500 new freshmen admits didn't enroll at the university, but also didn't enroll at any other college or university. In addition, the reductions in the numbers of students attending and graduating from the two year sectors also continues to have an impact on new students attending the university as UA Little Rock enrolls a higher number of transfer students than recent high school graduates.

For UA Little Rock the total enrollment decline has been occurring for several years. The enrollment challenges have been a combined factor of both recruitment and retention. However, in several terms the enrollment of the institution was masked by an increase in the number of concurrent students enrolling which in high school. However, in fall 2018 the enrollment of concurrent students declined at a significant rate, we had an even greater impact on the total enrollment figure of the university. The impact of the concurrent students has helped the university maintain a higher level of overall enrollment. As the concurrent students only pay \$100 for each enrolled course and not pay any student fees, the tuition revenue impact for the institution is relatively small. However, the impact on other state funding or overall headcount may be greater.

Although enrollment challenges might exist for UA Little Rock, there are still many opportunities to make positive change to recruit more students to attend the university. By expanding the types of students recruited (e.g., adult learners, military, online, out of state, etc.) the university will be able to maximize its enrollment growth. With the creation and development of additional marketing strategies, the university will increase the awareness of the institution's academic programs and opportunities for student success. Through a documented plan with revised strategies and efforts to promote the university, enrollment growth can be realized.

As part of the process to review and evaluate new student enrollment, representatives from Ruffalo Noel Levitz visited campus to provide their insight into our challenges, opportunities, planning strategies, and operations. The follow up analysis provided us with some key factors for making improvements to have a positive impact on enrollment. They recommended we focus on improving our organizational structure, provide detailed strategies for new student recruitment, improve associated recruitment resources, enhance onboarding processes, improve our virtual marketing efforts and websites, and focus recruitment efforts on several populations other than just high school students. The analysis included national and state enrollment data, benchmarks of similar institutional types, enrollment trends, recruitment and marketing information, and student success initiatives. The suggestions and recommendations focused on the need to reinvest in the university through initiatives like greater efficiencies in financial aid,

designated institutional leaders for retention and enrollment, use of data analytics for managing enrollment, reallocation of resources, branding messages, and strategic enrollment planning.

Opportunity Analysis by Ruffalo Noel Levitz

What we learned from the RNL analysis:

- Move to a more centralized and coordinated recruitment process
- Continue to diversify revenue streams by growing graduate and adult markets
- Review our course offerings for the best mix of evening, on-line, and face to face courses
- Strengthen our focus on customer service and onboarding
- Improve how we tell the UA Little Rock story as well as building a stronger brand message architecture
- Build and promote a strong value proposition
- Create a stronger focus on outcome information (e.g., job placement rates, etc.)
- Work on our policies and procedures for new transfer students
- Review and revise websites with a centralized structure focusing on academic programs
- Refocus our campus visit program
- Must rework our financial aid/scholarships awarding process
- Understand how we can improve our retention 1st to 3rd semester retention rate as it is nearly identical to the national average of comparable institutions with average ACT scores in the 18-24 range. However, the national average for PhD institutions is 74.7%.
- Improve 5-year graduation rate of 27.6% as it is well below the national average of 38.9% for public MA institutions and 42.7% for Ph.D. institutions.
- Improve retention rates beyond the first year by starting with the first year experience initiatives
- Track in real time indicators that predict the chances of students dropping out
- Review transfer student orientation and Welcome Weeks for mandatory components

Enrollment opportunities for improvement:

- Recommend a general Organizational Structure for Enrollment Management
 - Staffing models (specialized roles vs. general)
 - Reporting relationships
 - Operational relationships
- Recommend strategies for new student Recruitment
 - Short-term – FY 18-19
 - Long-term – three years
 - Recruitment Strategies within the plan
- Recommend areas of Improvement and associated resources
 - Onboarding Processes
 - Website
 - Virtual tour
 - Recruitment sources (leads, name buys, social media buys, etc.)

- Relationships with schools
- Recruitment events
- Yield Initiatives
- Communication and Campaigns
- Areas of emphasis for recruitment opportunities and associated resources
 - Military/Veteran
 - International
 - Adult/Non-traditional
 - Freshmen
 - Transfer
 - Concurrent
 - Non-degree seeking

What can we do in the next couple of months?

- Develop an annual marketing and recruitment plan
- Tie current enrollment initiatives to Return on Investment or Net Tuition Revenue
- Review the structure for Enrollment Management on Campus
- Continue to focus on the advising and other student services to include on-line students
- Improve the onboarding and transition processes for new students
- Review our procedures and policies that impact enrollment for improvements
- Develop our brand platform and recruitment message: excellence in academics, personal touch, affordability and value, and opportunities like Signature Experience
- Create a messaging framework
- Establish faculty roles in the recruitment process
- Become a more data driven enrollment department
- Improve academic and student services content on websites
- Revise our campus visit program to include better tracking, student tour guides, and visits to the academic departments to meet faculty
- Improve our financial aid awarding timeline
- Review the award notification letter and send a paper copy
- Increase communication to students about financial aid
- Award institutional and department scholarships earlier
- Identify a chief retention officer and establish a university-wide retention committee with university-wide representation. Partner with the ad hoc faculty retention committee.
- Evaluate current retention strategies and develop a plan with clear goals
- Clarify an institutional definition of advising, provide training for advisors, be clear about expectations of advising, and align reward structure with expectations.
- Continue implementation of CRM-Advise

What can we do over the next several months?

- Develop a strategic and annual enrollment plan 2019-2022
- Conduct market research for recruitment
- Tie current enrollment initiatives to Return on Investment or Net Tuition Revenue

- Centralize all marketing efforts and resources
- Create new value propositions (e.g., accelerated programs, 3+2 programs, etc.)
- Create a better prospect strategy to include sophomore
- Develop a retention plan, in working with the retention committee, that includes all retention activities and has clearly defined goals for various populations of students
- Enhance career development activities
- Review the programs and resources for Counseling Services
- Restore academic support services, including more tutoring, learning communities, probation recovery programs, Supplemental Instruction, and other initiatives leveraged with academic advising to maximize their impact.
- Administer a survey of entering students to gather data on indicators (other than test scores, GPA, financial aid status, etc.) that bear on the likelihood of student success
- Evaluate retention programs, implement an early alert system, and develop mentoring programs
- Begin to review the role of faculty in advising and the structure of rewards for their performance in that role.
- Create formalized backup plans for students not succeeding in their first choice of majors
- Strengthen the link between academic advising and career development at the earliest stages of students' undergraduate experiences.
- Increase the use of financial aid analytics to predict students most likely to enroll and better allocate award to impact revenue and retention
- Facilitate and create strategic new student enrollment and retention plans

RECRUITMENT GOALS AND PRIORITIES

In the most recent university strategic plan, goal 1 focuses on increasing student enrollment to 15,000 students by fall 2022. The total enrollment number is a combination of all types of students including undergraduate, graduate, law, and high school concurrent. In order to reach the proposed number of students, a major focus must be placed on the recruitment and retention of undergraduates. Accomplishing this goal will require the university to look at recruitment from a different perspective focusing on more than just the traditional high school and transfer student populations. Additional emphasis will need to be placed on recruiting non-traditional and returning adults, military connected, and international students in order to help reach the overall goal. Individual goals, strategies, and action plans will be developed for key subpopulations.

New Freshmen

Although the number of available Arkansas high school graduates is limited, the university can still work to increase the number of new freshmen enrolling each year. First stabilization needs to occur with the numbering enrolling in fall 2018 and then increase the size of the freshmen class each year after that with enhanced recruitment efforts.

Projections

Fall 2019 – 610-625	Spring 2020 – 70-75
Fall 2020 – 620-645	Spring 2021 – 75-85
Fall 2021 – 630-665	Spring 2022 – 80-95
Fall 2022 – 640-685	Spring 2023 – 85-100

New Transfers

The institution has a history of enrolling a large number of transfer students each term and it is important for that to continue. Although enrollments at the two-year institutions in the state are decreasing, the university should continue all efforts, including creating additional articulation agreements, and expand recruitment efforts at all central Arkansas regional institutions.

Projections

Fall 2019 – 900-925	Spring 2020 – 375-390
Fall 2020 – 925-950	Spring 2021 – 385-400
Fall 2021 – 950-975	Spring 2022 – 395-420
Fall 2022 – 975-1000	Spring 2023 – 415-430

Readmitted/Returning

Although UA Little Rock has experienced periods of low retention and progression, many students return to the university after a period of two years or more to continue their education. Returning students are one of the areas that the university has seen increased numbers of students enrolling over the past several semesters. The university continues to have opportunities to maintain as well as increase the number of adults coming back to college to complete their degrees. Goal development for this population should focus on marketing efforts with the central Arkansas community.

Other Populations

The university's enrollment also includes students in categories such as pre-baccalaureate students, post baccalaureates, and transient undergraduate students. Specific recruitment efforts for students in these categories are limited as direct audiences are not easily identifiable. However, with increased marketing efforts and brand development, enrollment increases could be realized each semester. Goal development should be focused on summer school promotions, workforce development needs and second-degree programs.

RECRUITMENT STRATEGIES

2019-2022

OVERARCHING STRATEGIC OBJECTIVE: Increase enrollment at University of Arkansas at Little Rock through enhanced recruitment and retention efforts. See Appendix A for a recruitment Plan Matrix.

Strategic Priority 1: Increase enrollment of new freshmen

Goal: Improve the recruitment initiatives to increase new freshmen enrollment

Action Plans:

- Develop secondary and tertiary markets more fully
- Increase recruitment opportunities outside of central Arkansas
- Increase campus visitors by non-central Arkansas

Goal: Improve the scholarship initiatives to increase new freshmen enrollment

Action Plans:

- Increase need-based scholarship opportunities for incoming students
- Increase scholarships through stronger collaboration with the Development Division
- Carefully manage strategies to maximize scholarship dollars for new students

Goal: Increase marketing efforts to high school students and their families

Action Plans:

- Increase marketing efforts to Pathways and concurrent programs
- Develop a marketing strategy for specialized programs like STEM, art, design, business, and education
- Develop marketing strategies for special populations like home school students, CWDSA, and summer bridge students
- Increase opportunities to partner with TRIO Talent Search EOC programs
- Work with Alumni Relations to involve alumni in the recruitment initiatives
- Market career enhancement initiatives like signature experiences
- Increase marketing efforts via digital, social media and website
- Continue to promote involvement opportunities: our campus is small enough to have personalized high impact experiences

Goal: Improve the communication initiatives to increase new freshmen student enrollment

Action Plans:

- Fully utilize Client Relations Management (CRM)
- Review onboarding process and provide students with information on the total student experience including the admissions and transition processes

Goal: Expand recruitment efforts to out of state markets (e.g., Dallas, TX)

Action Plans:

- Buy more names in our “best fit” ACT range
- Promote opportunities that living in Little Rock has to offer
- Increase awareness of non-resident waiver opportunities

Strategic Priority 2: Increase enrollment of new transfers

Goal: Enhance the strategic relationships with the partner community colleges

Action Plans:

- Strengthen the relationship with UA-PTC to develop greater enrollments
- Develop stronger relationships with regional transfer institutions to streamline process and promote UA Little Rock
- Target 2-year colleges to encourage successful associate degree candidates to finish 4-year degree at UA Little Rock through greater articulation

Goal: Develop process improvements

Action Plans:

- Provide a clearer picture/pathway to transfer students on how to bridge to graduation from specific programs
- Provide a better system for Transfer students to identify credit transfer equivalents and pathways prior to registration
- Create FAQ on who to contact about issues like financial aid, immunization holds, orientation, fee payment, etc.

Goal: Expand and enhance transfer student recruitment

Action Plans:

- Gather and analyze data on our transfer student yield
- Offer specific transfer student admission days (i.e., Transformation); specialized programs offered at UA-PTC (Trojan Transfers)
- Explore the idea of weekend visits on campus with prospective students
- Develop strategies for promoting fully on-line programs

Strategic Priority 3: Increase enrollment of military connected students (See Appendix B for more in-depth details)

Goal: Increase applications from military connected students and enrollment yield from applications

Action Plans:

- Assign a specific recruiter to focus on military connected students

- Develop and launch a targeted and strategic recruitment outreach program for local Air Force base students
- Develop relationships with on-base education officers and education counselors
- Conduct special events and campus visit programs for military students
- Increase recruitment efforts with National Guard programs
- Participate in and sponsor military and National Guard events
- Improve data collection, military-student tracking and reporting to be consistently evaluated relating to the recruitment and retention of military students

Goal: Improve the communication initiatives to increase military and veteran student enrollment

Action Plans:

- Create military and veteran specific publications and website
- Use the correct marketing and military terms on websites and in publications
- Use current students in the recruitment process by telling their stories and assisting potential military students with enrolling at UA Little Rock

Goal: Enhance recruitment and support services for veteran students

- Create and distribute materials at the veterans' centers like Fort Roots and McClellan VA Hospital
- Increase connections with the various veteran organization
- Develop a "coaching" program for veteran students

Strategic Priority 4: Increase enrollment of international undergraduate students

Goal: Increase applications from prospective international students and enrollment yield from applications

Action Plans:

- Review current scholarships/assistantship opportunities for prospective international students to maximize UA Little Rock's competitiveness.
- Build relationships with two-year institutions (especially the ones in Dallas and Houston, Texas) where a large number of international students complete their general core courses from community colleges at a cheaper rate.
- Implement first year incentive scholarships for international transferring from community colleges to UA Little Rock.
- Hire two international students who are fluent in Mandarin and Hindi to reach out the prospective undergraduate students in China and India
- Explore potential opportunities with international vendors that generate leads, prospects, and applicants
- Explore the possibility of partnerships with vendors to recruit more undergraduate international students from China, India, Middle East, and other potential markets

Goal: Review and revise the current International student communication campaign

Action Plans:

- Enhance the electronic communication strategy to capitalize on each student inquiry received to ensure that prospective international students are prompted weekly to continue moving through the enrollment funnel
- Enhance all Websites and social media efforts to include specifics for international students, but also in their respective media channels
- Coordinate email campaigns, customer relationship management, and cohesion with all communication outlets including website, social media, and print materials
- Create a UA Little Rock Recruitment Kit for Agents & Students including letters, brochures, videos, and digital media
- Use the OISS Website and social media platforms to market career opportunities

Goal: Redesign and enhance the OISS Website

Action Plans:

- Create a new dynamic and an informative website for prospective international students.
- Organize and communicate the information in a straightforward manner that is easy to use for prospective international students to understand.
- Enhance the website through professional quality photos that show entire campus with both U.S. and international students.

Goal: Establish a system to utilize regional partners and international institutions

Action Plans:

- Develop welcome letters, an agent manual, code of ethics, certificate of representation for regional partners, and short-term agreements.
- Establish strict guidelines and policies for working with regional partners
- Establish memoranda of understanding with institutions of higher education outside the U.S. for transfer and articulations of academic programs

Goal: Explore Partnerships with Stand-Alone Intensive English Programs in the US

Action Plans:

- Contact independent intensive English programs to discuss the academic opportunities provided by UA Little Rock.
- Invite students to campus for recruiting events

Goal: Create positive relationship with foreign governments that sponsor fully funded international students to attend universities in the US

Action Plans:

- Apply to Be a Member of the U.S. Department of State's Global Undergraduate Exchange Program
- Connect with organizations that administer the Global UGRAD Program on behalf of the Bureau of Educational and Cultural Affairs

Strategic Priority 5: Increase enrollment of specialized student populations

Goal: Increase enrollment of adult learners

Action Plans:

- Hire a recruiter that specifically focuses on adult learners
- Work with the director of marketing to promote the various academic programs and modalities available to adult students
- Partner with the on-line campus to promote all program options
- Partner with the Benton Campus recruiter to promote academic programs availability at Benton as well as on-line options
- Explore recruitment opportunities at local community centers, churches, businesses, and community workforce development fairs

Goal: Review the potential opportunities for high school concurrent students

Action Plans:

- Maintain or increase recruitment efforts with select local high schools
- Explore partnerships to provide admission and other relevant enrollment information

Goal: Increase undergraduate transient/visiting student enrollment

Action Plans:

- Explore the possibilities of transient/visiting program for students enrolled at UA-PTC
- Promote taking courses in the summer
- Create a local marketing campaign geared toward parents to promote UA Little Rock as an option when students are home for the summer
- Identify courses that are frequently taken by transients, offer them along with foundation courses and use information for marketing strategy

Goal: Increase post bac/second degree undergraduate enrollment

Action Plans:

- Expand outreach to local community and businesses
- Streamline advising of post-bac students
- Post bac: identify courses that are frequently taken by post bac students to create targeted marketing

Goal: Increase enrollment at the Benton campus in both associate and bachelor's degree programs

Action Plans:

- Hire a recruiter specifically for Saline county and the areas served by the Benton campus
- Develop marketing strategy for the Benton campus to increase enrollment in new degree programs
- Develop greater partnerships with local businesses to promote programs and educational opportunities at the Benton campus

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OTHER RECRUITMENT INITIATIVES

Academic Affairs and Colleges

The recruitment efforts sponsored and coordinated by the academic departments and college units play an important role in helping to increase awareness of and interest in the university. The initiatives in each of the colleges or departments exposes potential students to the opportunities at the university and encourages students to apply for admission. In many cases the faculty also encourage and influence students to enroll at the university. In order to highlight some of the work happening outside of the general university recruitment and admissions process, the academic deans or unit heads were asked to provide a list of activities in the following categories which are listed below:

1. Summer high school events
2. Any other summer events that involved prospective students or marketing opportunities
3. Special events at any time of the year that involve prospective students or marketing opportunities
4. Professional development events involving K-12 teachers or counselors
5. High school outreach activities

College of Arts, Letters, and Sciences

- Summer Band Outreach – Summer band open to high school students, university students, band directors, and community members.
- ArtWorks—Workshop series for regional artists, students, and art educators
- Evenings with History - University History Institute (pubic lectures, also aired on University Television)
- Wingate Center for Art and Design Gallery Exhibits (open to public)
- Art History Symposium (art history students from across the state participate)
- Cooper Honors Visiting Writers Series (free public events)
- Little Rock School District History Book Club - 20 years running
- Team-teaching with LRSD teachers
- Math Day (includes universities and community colleges)
- Science Olympiad (annual event with area K-12 school teams. UA Little Rock faculty Eric Kaufmann is state director)
- Arkansas High School Ethics Bowl – February 2, 2019 on campus in the COB Atrium (Department of Philosophy and Interdisciplinary Studies hosts this annual event.)
- Shakespeare Scene Festival (Canceled for 2018) (Sponsored by the Departments of English and Theatre Arts and Dance. This festival's main purpose is to provide teachers and students a venue for the performance of Shakespeare's plays)
- National History Day (host Arkansas District 7 competition for high school students in surrounding counties)
- Annual English Department Lectures at Central High
- CALS Open House – Spring 2019 (1-3 area high schools will participate and community partners will be invited)

College of Business

- Economics Arkansas (teacher training)
- Real Conference Summer 2019 (teacher professional development)
- Teaching Teachers to Teach Economics

College of Education and Health Professions

Summer Event:

- VEX VRC and VEX IQ Camps (3rd grade – high school student camps)

Special Events:

- Girls STEM Leadership Conference (female students grades 7-8)
- Science Olympiad (annual event with area K-12 school teams. UA Little Rock faculty Eric Kaufmann is state director)
- Central Arkansas Regional Science and Engineering Fair (4th – 12th grade students, UA Little Rock hosts this event)

Teacher Professional Development:

- Rehab Counseling Workshop (CHPR)
- Counselor Education Workshop (CHPR)
- Orientation and Mobility Workshop (CHPR)
- VEX Teacher Training Camp (25 teachers – STEM)
- CGI & ECM Math Camps for Teachers (85 teachers – STEM)
- Power of Water Institute II (13 teachers – STEM)
- Next Generation Science Standards Training (60 teachers – STEM)
- Science Workshop (18 teachers – STEM)
- 3D Printer Workshop (25 STEM Center staff)

High School Outreach:

- Girl FEST 2018 (212 Girl Scouts)

College of Engineering and Information Technology

Summer High School Camps:

- Geology Camp
- Engineering Scholars Program Session 1
- Engineering Scholars Program Session 2
- National Summer Transportation Camp
- Exxon Mobil Bernard Harris Summer Science Camp
- High School Research Program
- Girl Coding Camp
- Computer Science Camp (proposed)

Summer/Other Middle School Camps:

- Exxon Mobil Bernard Harris Summer Science Camp
- Girl Coding Camp

Special Events:

- BEST Robotics Kick Off (BEST - Boosting Engineering Science and Technology, middle and high school students)
- BEST Robotics Practice Day
- BEST Robotics Game Day
- Ricebird Robotics Invitational
- MATHCOUNTS Chapter Competition
- MATHCOUNTS State Competition
- Engineering Olympics (6-8th grade students)
- Ouachita Mountains Regional Science & Engineering Fair
- TSA TEAMS Competition (TSA - Technology Student Association; TEAMS - Tests of Engineering Aptitude, Mathematics and Science)
- NSBE Project Starting Block Introduction to Engineering (NSBE – National Society of Black Engineers)
- NSBE Project Starting Block Technical Seminar

Teacher Training:

- Ouachita Mountains Regional Science & Engineering Fair - Professional Development at Henderson State University (teacher training)
- Ouachita Mountains Regional Science & Engineering Fair - Professional Development at Southwest Arkansas Education Cooperative (teacher training)

High School Outreach:

- Career Day Presentations at three (minimum) area schools
- Engineering Presentations for Arkansas Alumni Chapter of NSBE
- Engineering Presentations at three to four area schools and for three career themed events held with multiple schools in attendance
- Engineering Presentations to underrepresented student groups at various high schools

College of Social Sciences and Communication

- Model Arab League conference every spring that brings between 150 and 200 high school students to campus.
- Emerging Writers Camp and the Young Writers Camp (Middle and high school students summer camp)

Donaghey Scholars

- Recruiting at eStem
- Classroom visits at Parkview High School

- Classroom visits at North Little Rock High School
- Classroom visits to Wilbur Mills High School
- Classroom visits at JA Fair High School
- College readiness with Arkansas Commitment at McClellan High School
- College Symposium with Arkansas Commitment

Ottenheimer Library

- High School Class Library Visits (Instruction/Tours)
- High School Class Research Days
- High School Student Library Privileges

Bowen Law School

- High School Outreach - Discover Law Day

Faculty role in recruiting

Faculty play key role in recruiting students and will help the university make active strides to increase enrollment. Faculty are ambassadors for the University whether in the classroom or conducting service locally, regionally, or nationally. Faculty interaction is key to attracting the best and brightest students and vital to boosting yield – the percentage of admitted students who eventually enroll. As such there are many ways that faculty engage with students in the recruitment process:

- Faculty participate in on campus recruitment events in the fall and spring semesters for prospective juniors and seniors.
- Faculty speak positively about the university by sharing points of pride and distinctiveness, tell student success stories, and talk about their programs.
- Faculty write letters that are emailed to prospective students and family members talking about their major and potential career opportunities.
- Faculty attend high school career days or other high school events (e.g. science fairs, student competitions, etc.) to encourage students to consider various careers or even begin to think about graduate and professional school.
- Faculty can engage their former students or alumni to participate in community outreach and tell positive stories about the university.

In addition there are other ways faculty may want to engage potential students and families:

- Faculty can be tour crashers – notice a tour in progress, take a few seconds to make an introduction and welcome the group to campus. That contact underscores the personal, friendly community the university has to offer.
- They can offer to invite prospective students and parents to their classrooms.
- They can participate in targeted, personalized, phone calling efforts to prospective students and families as they are making their decisions in the spring.

- Faculty can encourage current students to recruit future students by actively participating in on campus recruitment events, become tour ambassadors, serve as mentors back in their high school, and promote the university whenever possible.
- Faculty participate in the redesign and revision of website content that is student focused and explains the benefits of the program, career opportunities, meaningful student experiences, and graduate successes.

Athletics Department

UA Little Rock Athletics works throughout the year recruiting students to the university. Although they follow very strict rules and participate in university events where possible, they conduct additional outreach to build competitive athletic teams. During a student's sophomore year of high school prospective student-athletes are identified as coaches begin generating a recruit database through questionnaires, letters, etc. During the junior year of high school coaches begin a detailed process to recruit their future athletes:

- 1) **Initial Athletic Evaluations:** Coaches begin making initial athletic evaluations by attending PSA games, meets, tournaments.
- 2) **Unofficial and Official Visits:** Coaches invite prospective student-athletes (PSAs) to campus on unofficial and official visits. During visits PSAs will meet with athletic advisor to discuss what life is like academically as a student-athlete. PSA will take a campus tour and often meet with faculty members to discuss potential majors.
- 3) **Academic Evaluations:** Athletic Academic Support Services reviews PSAs academic records for NCAA and university requirements.
- 4) **Extend Verbal Offers:** Coaches visit PSAs and verbally offer athletic scholarships.

During the students' senior year of high school, coaching and athletic staff work with the individual students and families to finalize the process and hopefully sign the student to enroll and play at UA Little Rock. The signing of student-athletes is critical, and the Official National Letter of Intent period begins in November and ends on August 1 of the following year. Prospective student-athletes are sometimes offered athletic scholarships by multiple universities, but once an NLI is signed, the PSA can no longer be recruited by others. Timely processing of the NLI is important. PSAs will apply to the university and Athletic staff members assist the incoming student with admissions, housing, and registration.

In addition to recruiting student athletes, UA Little Rock Athletics assists with other student recruitment through the following activities:

- Use of Jack Stephens Center for admissions events
- SWA and Athletics Advisor volunteer to help with on campus admission events
- Free tickets to basketball game for all prospective students who attend admissions events
- Maroon Mob tent is set up during admissions events
- Current student-athletes volunteered with lunch service during admissions event
- Maximus, the Trojan mascot, attends numerous events to promote the university

Benton Campus

With the formalization and addition of degree programs at the Benton Campus, there are now six degree programs. The Benton Campus has three associate degrees: AA in General Studies, AS in Computer Programming, and AS in Law Enforcement and three bachelor's degree: BBA in Management, BA in Interdisciplinary Studies, and BA in Sociology. As we continue to develop partnerships in Saline county (e.g., Saline Memorial Hospital and local business supported scholarships) we have the opportunity to increase the enrollments of students solely taking classes at the Benton campus. During the 2018-2019 academic year there has been an increase in the number of students in the 17-19 age range enrolling in Benton which comprised 23% of the spring enrollment. Currently a majority of the students also take classes in Little Rock, but a campus in Saline county provides greater access to the local residents. Over the past year additional efforts have been made to market programs and classes in Benton. Additional outreach and marketing efforts including biweekly student and faculty feature articles in the local newspaper, increased digital media campaigns, and community education classes have occurred to help promote and increase the awareness of what the campus has to offer. There may be increased opportunities to recruit more students to the campus with an increased recruitment effort of current high school and adult learners in the area.

On-line Campus

UA Little Rock Online provides many opportunities for students to degree programs solely online. With multiple degree options UA Little Rock has the opportunity to reach students who might not otherwise be able to attend class in person on the campus. Through various promotional and marketing strategies the on-line campus recruits students to on-line programs. These programs have dedicated courses for students that are in addition to any regular on-line or hybrid courses offered at the university.

Within eLearning, there is involvement in the recruitment process. The role in recruitment is primarily to emphasize and help students understand 1) the difference between being a student taking some classes online, or being a fully online student; 2) the value and availability of online academic programs; 3) the valuable support resources available to online students which assist in their completion of those academic programs; and 4) that online students are just as much a part of the Trojan Community as face-to-face students. Additionally, a CRM Recruit communication plan to handle inquiry to admit stages of online students is being completed. The admit to enroll communication plan is in development and this process involves discussion with each dean for process details.

The staff in eLearning represent online education at face-to-face recruiting events both on and off campus such as a visit to a local prison unit to discuss online academic programs to inmates and encourage them to apply once released. The online campus liaison serves as our lead recruiter and has a collaborative relationship with the Office of Admissions on events which includes participating in an on campus event like Transformation The office staff also partner

with the Office of Communications to strategically collaborate on marketing campaigns such as TV and radio spots, billboards, magazine ads, and social media. This partnership has resulted in continued online growth (both Online Campus students and Main Campus students taking online courses) since the implementation of the Online Campus in 2015. Anecdotally, these efforts have also increased word-of-mouth about the offerings online; thus, some potential students have inquired about programs after "their coworker" heard our spot (radio for example).

The website for the Online Campus is really structured from a marketing perspective, rather than a general website for information. The Online Campus coordinator worked with Communications on their cadence for the "look and feel" of the site. With this marketing style of structure, the website draws potential students in with clean and relevant information, while also helping them select a program and apply; as well as contact the department with questions. All Online Campus programs on the website follow the same template for content and the academic units are directly involved to phrase key terms used on the website.

Marketing and Communications Department

The Office of Marketing and Communication is a critical partner for all recruitment efforts at the university as the institution builds its branding strategy and attempts to build strong, consistent, and intentional recruitment messages. Although the office does more than just recruitment marketing, the team in the department have worked very closely with the Admissions office and other departments to provide advice and support for printed, media spots, and digital materials. The design team works many long hours on projects for recruitment materials. They create campaigns to direct students to apply and enrollment at the university whether it be to register for summer courses, take a course at Benton or Online, or simply encourage any potential new or returning students to enroll in courses.

APPENDIX A

Recruitment Plan Matrix (2018-2021)				
Enrollment Stage	Goals	Challenges	Actions	Responsible Party
1. Preparation (from prospect to completed application)	1.1 Connect with all key student populations (FTIC, Transfers, Returning Adults)	How do we ensure that we are connecting with adult learners and returning students?	Create a recruitment plan that balances recruitment cycles and populations, allowing for connections with traditional students and adult learners.	Admissions
	1.2 Connect with community stakeholders	What do community members and local businesses want to know about UA Little Rock? How do UA Little Rock students benefit our community?	Increase community awareness via the following strategies: *awareness of programs *promote partnerships	Marketing and Communications / Admissions/UA Little Rock Downtown
	1.3 Foster a college-going culture in our local community	How do we make sure that all potential students see the economic and educational opportunities that UA Little Rock can create?	Leverage partnerships with community, city, county organizations	Admissions / Marketing and Communications / Financial Aid/TRIO Talent Search and EOC
	1.4 Continue to foster relationships with local secondary schools	Are we providing the services and feedback that schools need from us and to support their students?	Continue to develop & build relationships with counselors; continue outreach programs to schools	Admissions/CWDSA/TRIO

2. Getting Started (from application to enrollment past delete)	2.1 Eliminate internal barriers to enrollment	How do we make the process of enrolling at UA Little Rock easy and stress-free?	Put new or improved processes in place; monitor processes and outcomes (e.g., orientation, advising satisfaction, development and use of checklists) for continuous improvement.	Student Affairs / Academic Affairs
	2.2 Communicate to students in a timely fashion, being sure to use student-friendly language.	Do we lose students because they are not getting the information they need to take the next steps required for enrollment?	Draft and implement communication plans. Identify the information that students need to know. Create appropriate student communications to match need (e.g. Three C's, checklists, outreach via marketing, outreach via programs).	Academic Affairs/Student Affairs / Communications/ ITS
	2.3 Clarify the student's path to enrollment	How do we improve the student enrollment experience and get new students consistent information?	Clarification of handoffs and improved consistency of student experience related to information given to students and related communications and handoffs.	Student Affairs/Academic Affairs/Communications
	2.4 Make students aware of all potential funding sources	Are students aware of the financial assistance and resources that UA Little Rock can provide? How do we help them access and	Better marketing of scholarship availability. Award scholarships as early as possible. Leverage grants.	Admissions/Financial Aid/ Student Affairs

		apply for the financial aid (FAFSA, scholarships, student employment)?		
	2.5 Simplify and support students application for and use of financial aid	How do we help students who struggle to complete the financial aid application and / or financial aid verification process?	Remove institutional barriers to awarding financial aid. Provide better support to those students who are identified for verification. Focus on continuous improvement of financial aid services.	Financial Aid / Student Affairs
		How do we connect with new students who register for courses but are dropped for non-payment?	Outreach to students about payment options; review to make sure we have appropriate options in place (e.g., scholarships, loans, payment plans).	Financial Aid / Student Affairs/Academic Affairs/Bursar
3. Transition	3.1 Support students by building in checkpoints and safety nets to get them on their academic pathway.	How do we assist new students who have difficulty registering for courses?	Develop tutorials for registration / BOSS. Ensure students are connected to their Academic Advisor at the appropriate times	Registrar/Student Affairs/Academic Affairs
		How do our current policies and procedures impact or intersect with student success?	Review current practices and related policies. Review findings and consider changing or adding policies to promote student success.	Key University Units, especially those connected to enrolling students

APPENDIX B

Military Student Recruitment Plan

Recruitment Strategy

There are some key reasons UA Little Rock needs to recruit military students:

1. It fulfills UA Little Rock's mission as a metropolitan university.
2. It will be a financial gain with very little effort. (Low hanging fruit!)
3. As a military friendly university, we need to embrace the experiences and perspectives that our military student population can provide in an academic setting.
4. Military connected students (Active duty service members, veterans, and dependents) fit the student population that we are charged to serve as a metropolitan university.

UA Little Rock should be THE CHOICE for military students but there are both challenges and specific strategies we must tackle in order to be successful making UA Little Rock that choice. The military student recruitment plan has to be a multi-pronged.

The four main groups are as follows:

1. Air Force (Little Rock Air Force Base-8,000 and Air Force Worldwide-305,000)
2. Arkansas National Guard (13,000 Statewide)
3. National Guard (PEC-54 States and territories-35,000/year)
4. Veterans (240,000 Statewide, 7-10% living in the Central Arkansas area)

Considerations

- 1) We need to stand out among our competitors. We can do so if we
 - Make getting into UA Little Rock easy
 - Create opportunities for immediate admission decisions
 - Review our approved tuition rates and propose new as needed. Note: TA will not pay over \$250 a credit hour and does not pay for fees
 - Understand military students have many choices when choosing a college or university. Many of them do on-the-spot decisions, claim yellow ribbon status, and have other incentives like book scholarships and fee waivers.
 - Develop relationship with base education officers and education counselors
 - Discuss programs that suit military students' needs and the Air Force's mission
 - Host an on-campus visit for education office personnel
 - Conduct special events and campus visit programs for military students
 - Offer weekend visit for military students
 - Host a military student open house event
 - Maintain flexibility, which is a must. A student may start their UA Little Rock degree

while stationed at LRAFB, but they may not be here long enough to complete

- Show students how they can start and finish their degree at UA Little Rock
 - Put together a policy for what options are available for students should they deploy (not financial, but how they may finish their class or classes, e.g., virtual or delayed options)
 - Develop stronger relationships between the National Guard education office especially when awarding NGTA (National Guard Tuition Assistance).
 - Create and find funding for a financial aid/scholarship program for active duty to cover the cost of books and difference in fees (TA pays tuition only, active duty are impacted the most).
 - Develop a sustained advising program that guides and tracks military students from admissions to graduation to employment or graduate school
 - Develop an intentional model that provides specific guidance and coaching that is interactive and personal.
 - Involve Office of Transfer Student Services as well as Admissions, Advising, and other folks to help with registration process (Military students will most likely have transfer credits from various out-of-state colleges. They do not want to retake courses.)
 - Ensure military students get into the right program and shown the path to completion
- 2) Data collection and analysis are important factors in planning and assessment. We should
- Create specific landing pages for each audience and track hits
 - Improve data collection, military-student tracking and reporting to be consistently evaluated relating to the recruitment and retention of military students

Action Items for the Air Force (Little Rock Air Force Base)

The active-duty members and their families may be stationed at LRAFB and then sent to other bases all over the world. They may never return to Arkansas but with our online programs, they could finish their education at UA Little Rock.

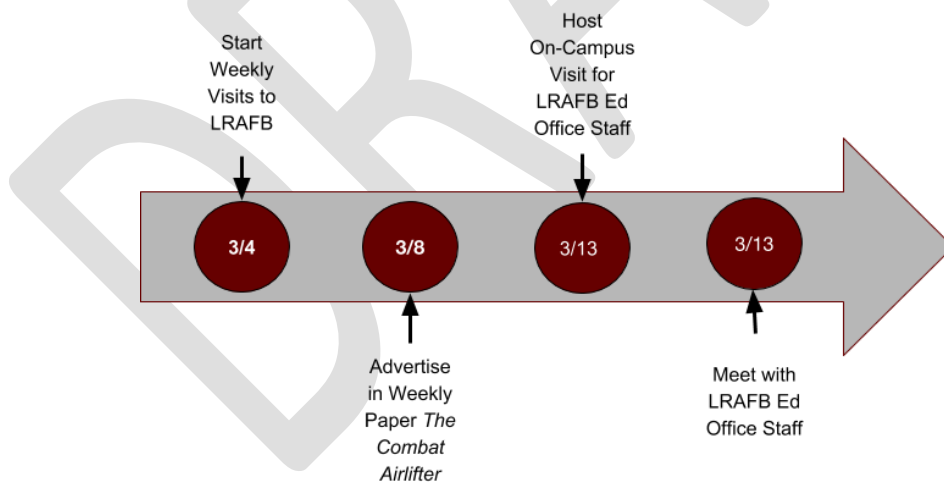
- Develop and launch a targeted and strategic recruitment outreach program for Air Force students
 - Include visiting military installations and enrolling students at the installations
 - Recruiter must be military affiliated, preferably a Veteran (*ethos*)
 - Make admission decisions and enrollment assistance “on the spot”—at installations or during campus visits/open houses
- Distribute flyers to LRAFB that specifically address the military student’s needs (i.e., Classes we offer that will help the student complete their Community College of the Air Force degree, furthering their education, online programs, etc.)
- Advertise in weekly LRAFB paper, The Combat Airlifter, which costs a lot less. (A ¼ page ad-3 col x 6 inch-cost would be \$165.60 black and white and \$ 215.60 in process)

color, 7-day prior) and monthly Services Support magazine and commensurate information periodicals at Camp Robinson. The Publication reaches a market of over 8,134 Air Force active-duty, Air Force reservists, and Air Force guard personnel plus civilian employees and dependents

- Improve data collection, military-student tracking and reporting to be consistently evaluated relating to the recruitment and retention of military students
- Develop relationships with on-base education officers and education counselors
 - Meet with LRAFB Education Officer, Vice Chancellor of Student Affairs, Provost, and Military Student Success Center Director to discuss our presence on base and programs that suit military students' needs
 - Host an on-campus visit
 - Offer weekend visit
 - Conduct special events and campus visit programs for military students
 - Host a military student open house event

Example Timeline for Little Rock Air Force Base Recruitment Campaign

(dates subject to change)



- Arrange a meeting with LRAFB Education Officer, Vice Chancellor for Student Affairs, Assistant Vice Chancellor for Student Affairs, Provost, and Military Student Success Center Director to discuss our presence on base and programs that will suit military students' needs.
- Advertise in weekly Little Rock Air Force Base paper, *The Combat Airlifter*
 - Run a ¼ page full color (ad-3 col x 6 inch) - \$ 215.60 x 4 = \$862.40
 - Turn in art 7-days prior
- Host an on-campus visit for counselors and students.
 - Serve lunch-\$250
 - Conduct a campus tour
 - Provide an emerging analytics demonstration
- Develop and launch a targeted and strategic recruitment outreach program for Air Force students
 - Go to LRAFB twice a week for the spring (MSSC Recruiter)
 - Develop a plan to work with students to expedite the admissions, credit evaluation, advising, and registration processes. (Military students will most likely have transfer credits from various out-of-state colleges which will have to be considered.)

Action Items for Air Force (Worldwide)

UA Little Rock is a Community College of the Air Force (CCAF) General Education Mobile (GEM) school. The CCAF GEM program is a partnership CCAF and civilian academic institutions to offer a group of general education classes through a web-based platform. This partnership with GEM exposes UA Little Rock to every enlisted member who wants to complete his or her CCAF Associate of Applied Science (AAS) degree requirements online. We are the only Arkansas school with this partnership.

UA Little Rock is also an Air University Associate to Bachelorette Cooperative (AU-ABC) school. This is a 2+2 degree completion program. This partnership with AU exposes UA Little Rock to every enlisted member who wants to continue with his or her education after completing an AAS degree. The program offering must be online and able to be completed within 60 credit hours. We are the only Arkansas school with this partnership.

- Develop and launch a targeted and strategic recruitment outreach program for Air Force students
 - Mail materials to Air Force education offices
 - Emphasize GEM and AU ABC status
 - Add new programs on the AU-ABC offerings, currently on BAS is approved, CJ is in the process for approval by Air University

Action Items for Arkansas National Guard

Camp Robinson is home to both the Arkansas National Guard and the Professional Education Center (the Center) for the National Guard. The Arkansas National Guard consists of Arkansans who serve as military members during a weekend of month and two weeks out of the year, as well as deploying occasionally to support the military actions all over the world. The Center provides both educational counseling, to include benefit certification, and military training for over 412,000 National Guard members, Air and Army, who come from every one of the 54 states and territories. There are 30,000 National Guard members who travel from their home state to Camp Robinson every year to receive training at the Center.

- Arrange a meeting with National Guard Education Officer, Vice Chancellor for Student Affairs, Assistant Vice Chancellor for Student Affairs, Provost, and Military Student Success Center Director to discuss our presence on Camp Robinson and programs that will suit National Guard students' needs.
- Advertise in weekly Camp Robinson newsletter
 - Run a ¼ page full color (ad-3 col x 6 inch)
 - This is an online publication-have contacted for cost
- Host an on-campus visit and students.
 - Serve lunch-\$250
 - Conduct a campus tour
 - Provide an emerging analytics demonstration
- Develop and launch a targeted recruitment outreach program for Guard students
 - Go to Camp Robinson once a week for the spring (MSSC Recruiter)
 - Develop a plan to work with students to expedite the admissions, credit evaluation, advising, and registration processes. (Military students will most likely have transfer credits from various out-of-state colleges which will have to be considered.)

Action Items for Veterans

Thousands of Arkansans come to UA Little Rock and use the various Veteran-benefit programs. The following are statistics about Arkansas Veterans:

- 257,625 Veterans in the State of Arkansas (7-10% in Central Arkansas)
- 5,513 Veterans are using various GI Bill benefit programs
- 991 Veterans using the Vocational Rehabilitation program

A five-year review of enrollment shows a gradual increase in Veterans attending UA Little Rock; however, once they start their education, students drop out or stop out. This may be due to challenges they face as a student, as a military member, as well as challenges in their life.

Develop and launch a targeted and strategic recruitment outreach program for Veterans. Here is a listing of things to consider:

1. Focus on Where the Veterans Are

Having materials at the Veterans centers like Fort Roots and McClellan VA Hospital would increase our visibility to Veterans. Being active in the various Veteran organization is important too.

The Veterans Coalition is an organization where all of the major groups (i.e., DAV, VFW, Marine League, etc.) meet quarterly. This is a perfect opportunity to have UA Little Rock marketed to the largest Veteran organization in the state.

2. Develop Relationships with Veteran-Focused Student Groups

Veteran student groups offer another useful avenue for contacting veteran candidates. One such group would be the [Student Veterans of America](#), a “coalition of student veterans groups on college campuses across the globe.” Some colleges and universities also have their own veteran-centered student associations.

3. Maintain a Physical and Digital Presence on the Base

As mentioned above, recruiters need to attend events on base in order to get the word out that they are recruiting military students. Create ads and banners that target military content sites, military installations, military neighborhoods, military student groups, etc.—basically, any sort of website that caters to communities with high concentrations of Veterans. Social media is also an excellent way to reach veterans.

4. Keep the Brand on Campus, Even When You’re Not There

Examples include:

- posters and fliers, especially in places Veterans are likely to see them (e.g., military offices, veteran students’ groups, Veterans affairs offices);
- sponsoring military events on and/or near campus;
- and word-of-mouth marketing.

5. Understand How Military Titles and Skills Relate to Civilian Titles and Skills

When it comes to aligning military vocabulary and experiences with the comparatively mundane realities of civilian majors and careers, recruiters simply need to do their research. Working with potential student Veterans requires a working vocabulary of academia and military in order to translate military career into civilian/academic speak.

6. Connect with Off-Campus Organizations

Many veterans attending college also participate in or engage with off-campus organizations, like the National Guard Association of Arkansas-[ngaa.org](#) (officers-insurance program, corporate sponsors) Booth at conference Hot Springs and the Enlisted Association of Arkansas National Guard. Attend and/or sponsor career events near military installations, as well career events on campus. Participating in career events in close proximity to military installations will give recruiters access to active military members as well as Veterans.

There are also two community councils we should be members of as well as the Veterans Coalition.

7. Use the Right Marketing Terms

There are certain words or phrases that have become *de rigueur* in marketing and sending messages to veteran populations. Examples include *honor*, *thank you for your service*, *veteran*, *commitment*, *sacrifice*, *transitioning*, *family*, and *demanding*.

8. Remember How Many Veterans There Are — and How Many of Them Need Jobs

[According to CivilianJobs.com](http://CivilianJobs.com), “[e]very year, well over 150,000 service members are discharged from active duty and transition to civilian employment posts. The estimated number of veterans seeking employment nearly doubles that number.”

Moreover, it seems ridiculous that veterans should ever have a hard time getting jobs, but they do. They have the kind of training and experience that most civilians will never have. Generally speaking, it is the credentials they lack. UA Little Rock can provide the credentials.

Military Student Need	Office that Fulfills the Need	How that is Accomplished
Use of Educational Benefits (Financial Needs)	Office of Military Student Success	Assistance in obtaining VA educational benefits and additional student financial aid.
Combat Experience (Social Needs)	Counseling Services	Personal counseling on-campus and referral to off-campus professionals (if needed).
Unfamiliar Territory and Adult-Learner Students (Academic Needs and Social Needs)	Students Affected by the Military (Student Veterans Organization)	Tutoring (VA funded mentoring program); cultural events, academic programs, orientation programs, and other activities designed to ease the transition to campus life for veteran students.
Physical and/or Psychological Challenges (Academic Needs and Physical Needs)	Disability Resources Center	Accommodations for each veteran student based on his or her individual needs.
Homelessness (Physical Needs)	UA Little Rock Housing Office	On-campus housing for eligible veterans.
Unfamiliar Territory, Adult-Learner Students, and Disconnect (Academic Needs and Social Needs)	Community Connections Center	High-impact programs that increase veteran student engagement including internships, cooperative work experiences, and employment related activities.
Transfer Student (Academic Needs)	Office of Transfer Student Services	Assistance with transfer of credit from previous postsecondary education or military/work-based experience.
Unfamiliar Territory (Social Needs)	Campus Life	Support for veteran student organizations and veteran student support groups on campus, including a veteran writers’ network.

First-Generation College Student (Academic Needs)	Undergraduate Academic Advising	Academic counseling for veteran students with undeclared degrees.
Unfamiliar Territory, Adult Students, and First-Generation College Student (Academic Needs)	Faculty	Academic and career guidance to veteran students.
Information for data-driven decisions to help with all obstacles (Meets all needs)	Office of Military Student Success	Data extrapolation for tracking progress of veteran student recruitment, retention, and graduation.

Extra Activities Related to Attracting Military Students

Veterans Villages of America Forward Operating Base (FOB) Hope

Initiate the collaborative development of a comprehensive Education Plan for Veterans Villages of America's ("V2A") veteran transition program at Forward Operating Base Hope (FOB Hope) to be located at the former women's prison facility in Pine Bluff.

V2A is an Arkansas 501(c)(3) non-profit organization with the mission to combine many of the distinctly diverse programs and policies servicing our veterans into a unifying effort, which will improve the economic well-being and quality of life for our veterans. And to create a unified plan which is replicable throughout the United States. Simply stated, V2A's mission is A Unity of Effort.

A FOB as highly structured, controlled, self-sufficient, and safe facility housing military personnel to perform a critical mission. Veterans understand a FOB's mission requires each veteran to perform both independently and interdependently with others within the FOB.

V2A is in the process of finalizing the acquisition of land and buildings capable of housing 300-450 "targeted" veterans where they will be provided training and others services that will posture them to transition to a local community as a productive member of that community. V2A's facility will be named FOB Hope.

ROTC

UA Little Rock has partnered with the Department of Military Science and Leadership at the University of Central Arkansas to bring the ROTC program to the UA Little Rock Campus. The hope is to garner interest of 15 students to serve in an initial cohort to help build a stable program.

Arkansas National Guard Officer Leadership Development (GOLD)

The GOLD program is very similar to ROTC; however, all of the students will be commissioned in the Arkansas National Guard. We would work with them to develop a program on campus to recruit students for the university and program.

Purpose

- The program is designed to instill leadership characteristics and physical fitness; to prepare the soldier for Officer Candidate School (OCS).

- Arkansas GOLD will teach and meet the standards of Land Navigation, Troop Leading Procedures, Operation Order Briefings at a squad level, and the physical requirements to pass OCS.
- The GOLD program is designed solely to prepare candidates for the physical and mental challenges they will see at OCS (RSP for OCS).

Requirements

- Meet all current National Guard Enlistment Criteria
- Be of high moral character
- Agree to complete basic and individual training/ or designated leadership training
- Agree to enroll full-time (12-15 hours) per semester at the University of Arkansas Little Rock
- Candidates are required to have at least a 100 GT score and has to attain a 110 GT score or higher by the end of the sophomore year of college
- Maintain a passing physical fitness score of 180 each year
- Interview with GOLD personal via telephone or in person
- Hold and maintain a GPA of 2.5

Graduate Recruitment Efforts

The Department of Rhetoric and Writing has expressed a desire to recruit military graduate students in the professional and technical writing master's program. This program is a natural fit for military officers, and some enlisted, due to the large amount of technical writing they do.