

RAPID RESPONSE RECRUITMENT TEAM

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Given the unpredictable and rapidly evolving student recruitment environment due to COVID-19 and broader economic impacts, Valparaiso University must continuously monitor the competitive landscape and deploy an array of recruitment tactics with agility and swiftness. Customary administrative silos and bureaucratic decision-making processes represent barriers to the University's ability to act quickly, nimbly and decisively in this environment. An alternative approach to recruitment decisions is required.

To that end, a Rapid Response Recruitment Team will operate from now through the start of the Fall 2020 semester to maximize Valpo's ability to recruit new students to Valpo who are more likely to be retained in subsequent years. The Team has wide latitude to identify and implement recruitment tactics that do not require a significant policy change or the investment of new cash. However, the Team can bring forward to the EMC any recommendations that would require policy changes or investments and the EMC, which meets at least once each weekday, will review and respond quickly to those recommendations. It is assumed that the Team will arrive at its decisions through disciplined analysis of available or emerging data and through thoughtful discussion within the group or with other resources, not only through prior experience, intuition and instinct.

EMC requests a weekly update on the team's work. This update can be as simple as an informal email from the chair with bullet points and should not consume considerable time.