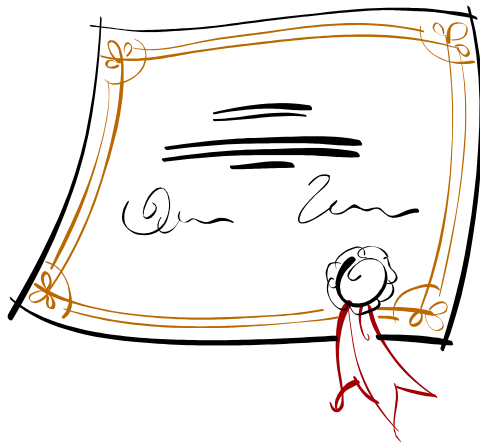




Recognition & Awards Guide

Admissions Year 2010



HELP-ALTA-000239



Recognition & Awards



The Recognition and Awards guide outlines the many recognition programs Admissions staff is eligible to achieve. It is the objective of the Admissions organization to gain maximum efficiencies by motivating individuals and teams through approved recognition programs while supporting the integrity of the College.

Every member of the Admissions staff is responsible to drive the Admissions process and ensure the very best candidates are admitted to Alta Colleges. Whereas education institutions do not utilize traditional compensation tools, it is important to realize that we have a wide variety of methods and processes available to ensure the highest level of Representative inspiration and enthusiasm.

The key to a successful recognition program lies in four fundamental areas:

- **Ongoing Visibility and Awareness** – Employees have a lot going on at any given time and with all of the various tasks focused on, recognition can be forgotten quickly. It is the responsibility of the Director of Admissions to post successes and current recognition programs and to remind staff daily and weekly of programs and individual progress. Directors must consistently illustrate to staff the goals they are striving for, personal benefits and track individual wins and progress towards goals.
- **Quick Delivery** – Recognition must be presented immediately after it is earned. The more time passes after earning an award, the less effective it becomes.
- **Build Excitement** – Always support your teammates and gather a crowd to announce recognition earned and make it a festive atmosphere. Celebrate wins as a team with decorations or lunch etc.
- **Director Understanding and Ownership** – The more the Director understands and promotes recognition programs the more effective they will be. If a Director does not own and drive the process, recognition means very little. This is a terrific opportunity to build a sense of pride and team spirit among all staff.

Recognition is awarded by Month, by Period, and by Year. Following is a comprehensive listing of all current recognition programs including information on how each is administered. For additional guidance or information, please contact the National Director of Admissions Training and Operations.



Recognition & Awards Program

I. Month

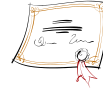
- a. [Top Representatives of the Month](#)
- b. [Leadership Award](#)
- c. [Team of the Month](#)

II. Period

- a. [The Road to ELITE](#)
- b. [Peak Performance](#)
- c. [Team of the Period](#)
- d. [Admissions Appreciation Award](#)

III. Annual

- a. [E.L.I.T.E.](#)
- b. [Outstanding New Representatives](#)
- c. [High School Efficiency](#)
- d. [Outstanding Assistant Director of Admissions](#)
- e. [Outstanding Director of Admissions](#)
- f. [Outstanding Admissions Support Team or Individual](#)
- g. [Chief Admissions Officer Special Recognition Awards](#)



Recognition by Month



Top Representatives of the Month

Top Representatives of the Month is an excellent format for focusing on individual short term achievement to build long term quality success. Concentrating on efficient monthly activity and volume will build a strong foundation of success each start. It is critical to point out weekly wins to Representatives allowing them to see progress in achieving Admissions efficiencies.

Award Name:	#1 Representative and Top Representatives of the Month
Frequency:	Monthly
Awarded by:	Central Administration Admissions
Eligibility:	All Admissions Representatives and Assistant Directors
Criteria:	Representatives with highest monthly volume total in each channel qualify and are then evaluated in five key performance metrics to determine the Top Admissions Representatives. Current metrics include: 1. Total Enrollments 2. Total RGL Enrollments 3. Lead Conversion (Sr. CIC for Field) 4. Interviews per Week 5. Close Rate
Recognition:	<ul style="list-style-type: none"> • #1 Representative in each channel receives the following: <ul style="list-style-type: none"> ○ Campus and Online +2 PGEs ○ National and Field +1 PGE • College-wide announcement • Recognition among local peers and leadership • Letter from the Chief Admissions Officer



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Leadership Award

The Leadership Award highlights superior Representative performance during the admissions month while giving the Director flexibility in motivating the team to a higher level of results based on areas of need. Whereas traditional contests are not used within Admissions, the Leadership Award is a terrific way to recognize individual efficiencies while rewarding team members for outstanding achievement.

Award Name:	Leadership Award
Frequency:	Monthly
Awarded by:	Director of Admissions
Eligibility:	All Admissions Representatives and Assistant Directors
Criteria:	Set at the beginning of the admissions month by the Director of Admissions based on select areas of efficiency. Criteria can include but is not limited to: Representative who demonstrates the highest level of productivity, leadership, RGLs, CICs, lead conversion, start rate, etc.
Recognition:	<ul style="list-style-type: none"> • Name engraved on perpetual Leadership plaque that hangs in Admissions area (Campus, National & Online) • Local recognition including letter from Director of Admissions notifying appropriate peers and managers • College-wide announcement of all team winners • Director acknowledges winner at the weekly staff meeting once the month is completed



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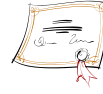
Team of the Month

Team of the Month represents a terrific way to focus the entire team on improving effectiveness in a variety of key performance metrics. By leveraging individual strengths, the Director has the ability to focus on the metrics that most need improvement during any given month. Ideally, the Director will focus on one or more key performance metrics each month and measure and post individual and team effectiveness.

Award Name:	Team of the Month
Frequency:	Monthly
Awarded by:	Central Administration Admissions
Eligibility:	All Admissions Teams
Criteria:	Admissions team is evaluated in key performance metrics: 1. Minimum Budget 2. Enrollment Productivity 3. RGL Enrollment Productivity 4. Lead Conversion 5. CIC Productivity (Field Only)
Recognition:	<ul style="list-style-type: none"> • All active Representatives on the #1 Team of the month for the entire month in each channel receives the following: <ul style="list-style-type: none"> ○ Campus and Online +2 PGEs ○ National and Field +1 PGE • Plaque to hang in the Admissions area (Campus, National & Online) • Group breakfast for team-building and personnel development with Representatives and Admissions Support Team



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Recognition by Period



The Road to ELITE

The Road to ELITE is not accomplished in one class. It takes focus on efficiencies each and every period throughout the year. For each Admissions period, two levels of performance are set – one on select efficiencies through the run rate and the second on starts, start rates and other accountabilities. To earn High Honors, Representatives must achieve the required criteria and be nominated by their Director of Admissions for demonstrating ELITE characteristics. Achieving High Honors twice during the year assures a tenured Representative he/she will attend THE Recognition event of the year – The ELITE Banquet and College Days at the end of the Admissions year.

Award Name:	The Road to ELITE
Frequency:	Each Period
Awarded by:	Central Administration Admissions
Eligibility:	All Admissions Representatives and Assistant Directors
Criteria:	Set at the beginning of each of the five Admissions periods by the Chief Admissions Officer
Recognition:	<ul style="list-style-type: none"> • All Representatives are eligible to earn either Honors or High Honors each period; if both levels are earned the higher tier will be awarded along with +4 PGEs • College-wide announcement • Honors: <ul style="list-style-type: none"> ○ Award ○ +2 PGE • High Honors: <ul style="list-style-type: none"> ○ Award ○ +3 PGE ○ Invitation to periodic day long regional ELITE conferences ○ Any Representative who earns High Honors at least twice during the year will earn an invitation to College Days and the ELITE banquet



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Peak Performance

Peak Performance recognizes outstanding class results and is a reflection of the most dedicated team member to their students. Only by truly valuing students can a Representative start a greater number of qualified students to college.

Award Name:	Peak Performance
Frequency:	Each Period
Awarded by:	Director of Admissions
Eligibility:	Admissions Representatives and Assistant Directors (Campus, National and Online)
Criteria:	Representative with the highest 14-day active number for the class and is at or above Minimum Acceptable Budget for the class. If there is a tie, the tie breaker goes to the Representative with the highest start rate
Recognition:	<ul style="list-style-type: none"> • Peak Performance trophy • Representative keeps trophy for the next term's writing period • Representative who wins the award the most times each year keeps the trophy after the October class



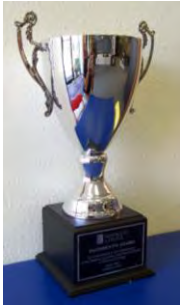
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Team of the Period

Driving and managing all team members to maximum efficiencies over a Run Rate is what Team of the Period is all about. It is critical for every Director of Admissions to ensure balanced performance in all key areas of their start and leverage the strengths of all team members over the course of the entire period. Weekly updates to the team and focus on quality activity such as call time, RGLs, CICs and lead conversion will ensure an efficient start.

Award Name:	Team of the Period
Frequency:	Each Period
Awarded by:	Central Administration Admissions
Eligibility:	All Admissions Teams for Top Team in each channel (Campus and National combined, Field, Online)
Criteria:	Team with the highest point total based on key performance metrics including: <ol style="list-style-type: none"> 1. Minimum Acceptable Budget 2. Average Starts per Representative 3. Gross Start Rate 4. Productivity 5. Lead Conversion (areas will vary) 6. RGL Productivity 7. CIC Productivity (Field only)
Recognition:	<ul style="list-style-type: none"> • Director's Cup awarded each period which team keeps through the next writing period • PGEs to the top teams according to table below • Central Administration Admissions covers select winning teams allowing Admissions team to take a day for team-building and development activity up to \$100 per active Representative

	Campus/National Combined	Online	Field
	<p style="text-align: center;"><i>For All Periods:</i></p> <ul style="list-style-type: none"> • #1 Team = +3 PGEs • #2 Team = +2 PGEs • #3 Team = +1 PGE 	<p style="text-align: center;"><i>For All Periods:</i></p> <ul style="list-style-type: none"> • #1 Team = +2 PGEs • #2 Team = +1 PGE 	<p style="text-align: center;"><i>For Periods I, II, III, V</i></p> <ul style="list-style-type: none"> • #1 Team = +2 PGEs <p style="text-align: center;"><i>For Period IV Only:</i></p> <ul style="list-style-type: none"> • #1 Team = +2 PGEs • #2 Team = +1 PGE • #3 Team = +1 PGE

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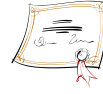
Admissions Appreciation Award

Vital to the success of the organization is the partnership between Admissions and all campus operational departments –without a strong Campus Operations team, few enrolled students would start. Each month Admissions recognizes outstanding commitment and partnership from an individual on the campus.

Award Name:	Admissions Appreciation Award
Frequency:	Each Period
Awarded by:	Campus and Field Director of Admissions, Vice President of Online Admissions
Eligibility:	All Campus Operations Staff (Student Services, Student Finance, Business Office, Career Development or Education)
Criteria:	Criteria can include but is not limited to: outstanding Customer Service, outstanding commitment in the Follow-up process, dedication to starting new students etc.
Recognition:	<ul style="list-style-type: none"> • Submit one name from campus operations (<u>must be non-Admissions personnel</u>) each Period to Admissions Operations • Individual award sent from Central Administration Admissions • Letter from Campus and Field Directors of Admissions or Vice President Online Admissions notifying appropriate campus staff • College-wide announcement of all campus winners • Director of Admissions acknowledges winner at the weekly WAM or other campus meeting • Top Operations staff selected from Admissions Appreciation award winners throughout the year to be recognized annually at the ELITE Banquet



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Annual Recognition



ELITE

Excellence, Leadership, Integrity, Teamwork, Efficiency

Being ELITE symbolizes the principles and values which our Admissions organization is built on. More importantly, it represents the highest level of competence to the students that we support and work with. Striving to be ELITE is a journey that begins with a commitment from each employee at time of hire and continues each day we serve our students and campus. We work with employees that are only willing to give their very best every day and who look to improve their own skills to achieve personal excellence.

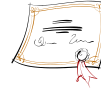
Award Name:	ELITE
Frequency:	Daily focus, ELITE level awarded at the end of the Admissions year
Awarded by:	Central Administration Admissions
Eligibility:	All Admissions Representatives and Assistant Directors
Criteria:	Current year criteria is listed on the following page
Recognition:	<ul style="list-style-type: none"> • College-wide announcement • Participation in a variety of ELITE events • Invitation to the ELITE Banquet and College Days • Recognition as the VERY BEST at supporting students within the college • ELITE designation throughout the year achieved (i.e. on individual and team announcements, business cards etc.) with number of times received, ex: ELITE/1, ELITE/2, ELITE/3 etc.



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Recognition & Awards



E.L.I.T.E. Criteria

Excellence, Leadership, Integrity, Teamwork, Efficiency

1. All Admissions Representatives and Assistant Directors are Eligible to achieve ELITE
2. The Representative's **Director of Admissions** must submit a written recommendation that clearly articulates outstanding performance for the Admissions year as outlined by the ELITE definition. The letter must include accomplishment of criteria below, and detail Representative's **achievements** through specific examples. In addition:
 - a) Letter of recommendation can only be written after Representative has achieved PGE criteria
 - b) Achievement of PGE criteria does NOT guarantee that a letter will be written by the Director
 - c) Letters of recommendation must be approved and accepted by the Area Vice President, with final acceptance by the Chief Admissions Officer
3. Representative must:
 - a) Be in full compliance with National policies, procedures and presentation structure
 - b) Receive acceptable rating on Merit/Quality Review and be in good standing with the organization
 - c) Have acceptable start rates, conversion rates, 14-day retention numbers, and first term attrition
 - d) Have consistent and acceptable monthly productivity
4. PGE criteria met or exceeded (PGEs and starts are based on verified 14-day start data):

Admissions Unit		ELITE	Executive ELITE
Campus	Bachelor Degree Granting Campuses	105 PGE (minimum 90 starts)	130 PGE (minimum 105 starts)
	Non-Bachelor Degree Granting Campuses	100 PGE (minimum 95 starts)	120 PGE (minimum 105 starts)
	DNX	85 PGE (minimum 70 starts)	95 PGE (minimum 80 starts)
Field	Westwood	55 PGE (minimum 50 starts)	61 PGE (minimum 56 starts)
	Territory A (minimum 1800 Sr. CIC)	49 PGE (minimum 44 starts)	55 PGE (minimum 50 starts)
	Territory B (minimum 1800 Sr. CIC)	43 PGE (minimum 38 starts)	49 PGE (minimum 44 starts)
	Territory C (minimum 1800 Sr. CIC)	49 PGE (minimum 44 starts)	55 PGE (minimum 50 starts)
	Redstone	44 PGE (minimum 39 starts)	50 PGE (minimum 45 starts)
	Territory A (minimum 1800 Sr. CIC)	39 PGE (minimum 34 starts)	45 PGE (minimum 40 starts)
	Territory B (minimum 1800 Sr. CIC)	55 PGE (minimum 50 starts)	61 PGE (minimum 56 starts)
Territory C (minimum 1800 Sr. CIC)	75 PGE (minimum 60 starts)	83 PGE (minimum 68 starts)	
Natl	National	90 PGE (minimum 60 starts)	100 PGE (minimum 75 starts)
Online	Westwood Online	780 direct leads 10% lead conversion 50 direct starts Sign 20 Alliance Partners	1040 direct leads 12% lead conversion 65 direct starts Sign 25 Alliance Partners
Bus Dev	All Territories		

*** Field Assistant Directors may receive a PGE variance based on team performance*

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Outstanding New Representatives

Solid activity habits everyday throughout the year is the only way to become an efficient Admissions Representative. Focusing on daily activity, achieving daily goals and practicing quality follow up through the entire Enrollment Completion Process ensure new Representatives will become the best at what they do and truly be an advocate for each new student

Award Name:	Outstanding New Representatives
Frequency:	Annual
Awarded by:	Central Administration Admissions
Eligibility:	All Admissions Representatives hired during the following: <ul style="list-style-type: none"> • Field: Hired on or after September 1st of current Admissions year • All other channels: Hired on or after November 1st of current Admissions year
Criteria:	Nominated by Director of Admissions for outstanding level of integrity and exceeding expectations in leadership, teamwork, productivity and efficiency
Recognition:	<ul style="list-style-type: none"> • College-wide announcement • Award or plaque • Nominees attend ELITE Banquet



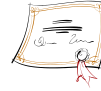


High School Efficiency Award

Building strong efficiencies in Field specific criteria such as territory management, effective workshop presentations and CIC collection is vital to the success of the Field Representative. Over the course of the high school season, Representatives must be focused on their core metrics to ensure a focus on all students enrolled from September forward who will start the following August.

Award Name:	High School Efficiency
Frequency:	Annual
Awarded by:	Central Administration Admissions
Eligibility:	All Field Representatives and Assistant Directors of Admissions
Criteria:	Consistency and outstanding performance in territory management, workshop presentation, CIC collection and other key Field metrics.
Recognition:	<ul style="list-style-type: none"> • College-wide announcement • Award or plaque





Outstanding Assistant Director of Admissions of the Year

Assistant Directors of Admissions have the demanding task of balancing personal production goals along with coaching and team leadership accountabilities. Although the Assistant Director can have the most challenging position within the organization, it can be the most rewarding. By guiding the team and leading by example the Assistant Director can truly make the difference on his/her Admissions team.

Award Name:	Outstanding Assistant Director of the Year
Frequency:	Annual
Awarded by:	Central Administration Admissions
Eligibility:	All Assistant Directors of Admissions
Criteria:	Nominated by Director of Admissions for outstanding levels of leadership contribution and integrity as well as exceeding expectations in leadership, teamwork, productivity and efficiency
Recognition:	<ul style="list-style-type: none"> • Award or plaque • Nominees receive an invitation to the annual ELITE Banquet





Outstanding Director of Admissions

Receiving the Top Director award is truly a reflection of the entire Admissions team and requires balanced team effort, consistent and dependable support team, strong leadership of financial budgets yielding a low cost per start, consistent contributions to the system and minimal turnover. In addition it takes reliable Representatives who are focused on high performance activities, driven to be their best and motivated for personal as well as team success.

Award Name:	Outstanding Director of Admissions
Frequency:	Annual
Awarded by:	Central Administration Admissions
Eligibility:	Tenured Directors
Criteria:	Nominated by the Area Vice President of Admissions and selected for outstanding level of integrity, exceeding expectations in performance, teamwork, admissions support, data accuracy, productivity, financial leadership, leadership, contributions to the system and efficiency
Recognition:	<ul style="list-style-type: none"> • Nominees recognized at the ELITE Banquet • Award or plaque



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Outstanding Admissions Support

Vital to the success of a strong Admissions department are Admissions Support staff. Admissions Support is responsible for lead flow, prospect’s initial impression, student service and data accuracy. Strong Admissions Support staff will determine the success of the Admissions team each and every start.

Award Name:	Outstanding Admissions Support
Frequency:	Annual
Awarded by:	Central Administration Admissions
Eligibility:	Tenured Campus-Based Admissions Support Team or Individual
Criteria:	<ol style="list-style-type: none"> 1. Contributions to the Admissions teams 2. Performance of the Admissions Office in Relation to Admissions Budget 3. Overall Student Service 4. Quality of Mystery Call Performances 5. Accuracy of reports 6. Critical Error efficiency 7. Annual Results of Admissions Support Scorecard 8. Recommendations from Director of Admissions, Area Vice President of Admissions and Admissions Operations
Recognition:	<ul style="list-style-type: none"> • Award or plaque • Invitation to the annual ELITE Banquet • College-wide announcement





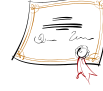
Chief Admissions Officer Special Recognition Award

Although there are numerous awards for outstanding achievement, there is always performance worthy of unique recognition. Each year the Chief Admissions Officer recognizes excellence in performance and efficiencies as well as dedication and investment in the organization.

Award Name:	Chief Admissions Officer Special Recognition
Frequency:	Annual
Awarded by:	Chief Admissions Officer
Eligibility:	Any Westwood College Employee
Criteria:	Recognition based on exceeding expectations in leadership, teamwork, productivity and efficiency.
Recognition:	<ul style="list-style-type: none"> • Award or plaque • Invitation to the annual ELITE Banquet



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Attending College Days and the ELITE Banquet

College Days is an outstanding event full of learning and investment in Representatives. This two day event contains advanced learning on new topics with opportunities to learn from tenured staff within the College as well as experts from other organizations. Representatives also have an opportunity to hear from leadership about strategic initiatives and growth plans.

Representatives can earn an invitation to College days and the ELITE Banquet in a variety of ways:

- Achieve ELITE
- A nomination submitted and accepted by the Chief Admissions Officer for:
 - Outstanding New Representative
 - Outstanding Assistant Director of Admissions
 - Outstanding Admissions Support
- Earn a team invitation through periodic team challenges
- Earned two High Honors invitations for Road to ELITE
- Representatives who achieve Honors Road to ELITE throughout the year will be considered based on overall performance
- Business Development team members must meet established individual results criteria