

Enrollment Management Division
Evaluation
2008-2009

The academic year 2008/09 will be remembered as the year of total transformation for the functions of recruitment, admissions, financial aid, and registration. It was evident from the very first time that I visited UNM, if we wanted to improve services to students and help the University meet its enrollment goals, we needed to embrace the best business processes in all of our deliverable services. I did not realize the magnitude of the work until several weeks after my arrival on August 1, 2008.

To quickly move the Division to a level that could support the University's goals, several strategies needed to be in place:

- Review staff functions, audit their respective job responsibilities, identify strengths and weaknesses of staff and work to improve their respective contribution to the Division.
- Analyze all functions and re-engineer essential processes to improve our turn-around time to students. Fully utilize 21st century technology for the purpose of supporting the efficiency of our operations.
- Assess our space needs to ensure that we had a functional and adequate physical layout to deliver our services.
- Examine our communication to students and make the necessary enhancement to the communication and recruitment plan **to improve our competitive edge.**

In less than a year, we have accomplished a significant amount. Yet much more needs to be achieved to solidify our main operational objective of improving students' affinity to the University. The following are some of our accomplishment highlights:

- Our entire operation was transformed by moving back end operations to one location. Staff in the offices of admissions, financial aid and registration that are responsible for students' files are now working in one very functional space allowing for better integration of functions and productivity.
- The establishment of the mail room operation allows mail to be opened and scanned daily for all departments in the enrollment area. Documents are placed in a work cue where staff can work on the file from any location. We no longer receive complaints about lost documents.
- A communication center was established. The center handles all of the division calls related to student needs and also responds to chat inquiries, where students can be assisted through web interface. The center is also responsible for the student tele-counseling program.
- Created the first National American Indian Scholars program so that American Indian students will at last have the same opportunities as African American and Hispanic Scholars.
- Two One-Stop services were opened and the University community now enjoys two very distinct locations with high level service and no waiting.
 - The Mesa Vista main campus location assists all students and staff with matters relating to admissions, financial aid and registration needs.

- Student Support and Services Center (south campus) also provides the same services as the above but with a focus on new students. Its easy access provides more convenience to nontraditional students. The move to this very distinct location allowed us to release over 20,000 square feet of space in the main campus for badly needed academic support functions.

We have enhanced the written communication plan and are now able to communicate with students by using 21st century technology. The Hobson's e-mail product was purchased and we have engaged the services of a nationally renowned student publication company that designed very impressive e-mail prototypes that are now being sent to students on a daily basis. By adapting this new way of communication, we were able to save on what would have previously been substantial postage costs. In addition to this great effort, most of the key written communications to prospective and admitted students were rewritten. A new admissions packet was also designed and implemented.

The recruitment plan was realigned with the University's new mission of recruiting transfer students and recruiters now have a working plan that guides their efforts.

The reengineering of our processes allowed us to now have a 24 hour turn-around time and gave us the opportunity to review existing staff and reconfigure their responsibilities that ultimately led to substantial salary savings for the Division. Although we were able to save salaries, we also promoted 29 staff which equates to 24% of the staff.

Ultimately, the numbers are the best representation of our successful results:

- We project a 100% increase in National Scholars enrollment for fall 2009.
- Achieved record new freshman enrollment in fall 2008 and record transfer student increases from New Mexico of 13% in spring 2009.
- We surpassed the enrollment band for the first time since 2003.
- Increases in new freshman applicants of 23% project a record class for 2009.
- Four-year transfer admits are up 74% and two-year transfers up 34% for fall 2009.

Please find attached a complete list of all our accomplishments as well as our work plan.

Respectfully Submitted,

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Vice President of Enrollment Management