

Enrollment Management Division
Evaluation
2009-2010

SUMMARY:

The enrollment management division outlined an ambitious set of goals for academic year 2009/2010. Many of the goals have been completed, some are in progress to be completed by the beginning of this fall, and some have been quite challenging to meet. Attached please find our detailed Work Plan that identifies each goal and below is a summary of some of our initiatives.

The move to the SSSC building provided us a venue to harmonize our back office operations and it allowed enrollment management staff to move out of working in silos and instead commence with the process of cross-training to assist with whatever tasks were asked of them. We were able to manage the three One-Stop operations successfully, utilizing all of our resources and minimizing costs to the division and the university. Also, for two years in a row, we reduced our operating budget successfully through the use of exceptional managerial persistence in making sure that every dollar that was spent was spent wisely to meet our goals. We anticipate by the end of the fiscal year that we will have saved over \$943,000 in salary and operating expenses. This will allow us to address some of our longstanding goals of producing an **online catalog, predictive modeling, transfer and international brochures, and upgrade some of our desktop computers.**

The division was most effective in its implementation of its three One-Stop centers. The test to this new concept came during our peak registration period in the fall 2009 and in spring 2010. Lines in the two physical locations were non-existent and the most a student had to wait was 5 minutes. This is unlike in the past, where the lines were unmanageable and students often left without being serviced. The One-Stop Communication Center was quite successful compared to past performance in answering phones. However, much needs to be improved in the communications center to bring a much quicker level of service to those that call. For those who we serve by either answering the phones or in person, currently the level of satisfaction is at 94%. We continue to monitor daily our student satisfaction surveys enabling us to respond quickly to their respective needs.

We were challenged this year with several key personnel issues which took a lot of energy to resolve while sustaining the level of service goal that we set for each of the units. Some of the personnel issues have been resolved and some are still pending. Overall the majority of our staff is working diligently and with purpose. Those that were concerned about the move to the SSSC no longer have an issue; in fact, most employees love the new environment and see the great gains that we have had with the facility and space that we were blessed with.

I am extremely appreciative of the enormous amount of work that the staff has taken on and completed successfully. If it wasn't for them, we would not have been successful in our endeavors. I will be remiss if I did not also mention the great collaboration that we have had with Jennifer Gomez-Chavez and her staff that have allowed us to partner, conceptualize and implement Lobo Trax (Degree Audit upgrade).

I look forward to discussing this report with you.

Respectfully submitted,

Carmen Alvarez Brown

2009-10 Goals and Objectives

To continue to improve operational efficiency through the use of technology and application of the best business practices for the purpose of improving the University's graduation and retention rate.

- ✓ **Update and upgrade the degree audit program reflecting 2009-10 catalogue.**
 - Completed undergraduate coding August 31, 2009
 - Finalize plan to complete graduate degree audit August 31, 2010
 - Upgraded to interactive degree audit February 22, 2010, several months ahead of our target date

- **Introduce multi-term registration.**
 - Met with each academic departments and deans.
 - Committee on multi-term registration was established.
 - Multi-term project was moved from fast track for implementation due to issues that were raised by Arts and Sciences.
 - Report on multi-term registration and challenges are being finalized to be submitted to the Provost Office by March 2010.

- **Implement new class scheduler.**
 - Project was completed September 30, 2009. However, it was not completed as robust as it should be able to provide greater service to all those in the academic enterprise. We are hoping to add to the functionality of the class scheduler by having a total campus-wide classroom inventory available by June 2010.

- **Implement Banner 8 and adapting best business processes allowing the University community more flexibility with student database maintenance.**
 - All units' business process consulting July 2009.
 - All units testing fall 2009.
 - Go "live" March 2010.

- **Enhance OCR by initiating supplemental transcript processes.**

- **Improve self service for students.**
 - Admissions priority and completion date: Status check for paper applicants completed September 2009.
 - Financial Aid is completed.
 - Registration priority and completion date: Print unofficial transcripts from LoboWeb (date to be determined).

- **Implement electronic transfer of records.**

- Project is out of scope due to personnel issues and is currently being re-evaluated to move on track for the following year 2010/2011.
- **Move the University catalog to an online edit program allowing for a more efficient and effective way to design a yearly catalog.**
 - Proposals are being read and voted on. A vendor will be selected within the next several weeks.
- **Automatic packaging of TEACH grants**
 - Completed December 2009.

To continue to improve our communications to all we serve.

- ✓ **Redesign the University's search piece and view book.**
 - Search piece delivered August 2009.
 - Viewbook delivered December 2009.
 - Assisted with the coordination of email blasts for perspective graduate students.
- ✓ **Enhance communication plan to students.**
 - All units submitted communication binders August 2009
 - Admissions outstanding student plan was drafted August 2009 and currently under review for further enhancement
 - Admissions juniors and sophomores prospects currently being developed for May 2010 implementation
- **Minimize wait times on queues to less than three minutes at the Communication Center.**
 - We have achieved this goal often but we are still challenged during peak periods to meet industry standards on communication center wait time.
- ✓ **Continue to improve our divisional website.**
 - Divisional website completed August 2009.
 - Unit upgrades ongoing with new/consistent look, all divisional units have been upgraded except for scholarships and registration. We anticipate this project to be completed by June 2010.
- ✓ **Enhance communication to outstanding students by way of implementing Hobson's CRM.**
 - The division purchased a CRM (Customer Relationship Management) program that has allowed for consistent communication to prospects and inquiries.
 - Set backs were encountered during implementation due to personnel changes.
 - Reformatted some of the coding that was done at the initial design.
 - CRM is 90% completed and rolled out.

To continue to provide exemplary service and achieve a 90 percent satisfactory rate or better on our service surveys.

- ✓ **Work closely with One-Stop services and the Communications Center to allow for adequate personnel support at all times.**
 - Unit directors will submit monthly updates on management leave schedules and processing staff lunch schedules as well as master calendar additions.
- ✓ **Continue cross-training of all staff and greater integration into the One-Stop environments at both Main Campus and SSSC.**
 - All units will continue advanced cross-training of staff with second-level training completed for all staff and third-level completed for select staff by March 2010.
- **Operational data reports from all units are reviewed at weekly enrollment management meetings to assure that we are meeting our service goal.**

Further enhance the University's presence in primary and secondary markets.

- ✓ **Work with American Indian Pueblos to establish greater communication and linkage to the University.**
 - A letter from the Vice President was sent out to all Governors volunteering our enrollment services to them, families and constituents.
- ✓ **Reach out to community colleges specifically those in our secondary market and establish articulation agreements with those community colleges that could be great feeders to UNM.**
 - Expand our secondary market outreach focusing heavily on El Paso, TX, Phoenix, AZ, Denver, CO, large metropolitan areas in Texas and strategic areas in California, and Florida.
- ✓ **Work closely with our branch campuses to promote educational opportunities beyond two years.**
 - All units participate in scheduled joint meetings with branches to explore opportunities in fall 2009.
 - Recruitment efforts have been enhanced at all branches.
 - Two new recruiters for transfer recruitment have been hired that will focus heavily on our branch campuses, CNM, and selected community colleges across the USA with large percentage of international students.
- ✓ **Work closely with the University's distance learning division in support of the institutional enrollment goals.**
 - Divisional directors met with Extended University staff in fall 2009.

- Vice President had several follow-up meeting with Vice Provost Jerry Dominguez or his designee.
- ✓ **Increase the number of Veterans enrolled by 25%.**
 - We have made significant gains in reaching out to Veterans and we surpassed the enrollment goal that we set by 5%.

Enrollment Plan

- **Work closely with all stakeholders to produce a state-of-the-art five-year enrollment plan.**
 - Associate Vice President for Enrollment Management drafted a preliminary plan. Plan has not been disseminated. This plan is still being finalized.

Community Outreach

- **Continue to provide support to our community for the purpose of access and success for all future students.**
 - ENLACE will report on all activities including number of students reached and quantifiable results. This is ongoing and ENLACE currently serves nearly 6,000 students statewide.
- **Work closely with parents in the nurturing and recruitment of future students.**
 - ENLACE and UNM parent groups will establish a communication strategy with plan included in binder by June 30, 2010. ENLACE currently has over 30,000 contacts with families.
- **Build coalitions and partnerships in our community.**
 - ENLACE will create a brief report identifying groups with whom they have collaborated and a summary description of the nature of the work including objectives by the end of the fiscal year.
- **Work with all pre collegiate programs and special programs to ensure that all students participating in the programs are part of our prospect database.**
 - ENLACE will report on total number of prospects created in the UNM database by August 1, 2010 and will begin analyzing how many of these prospects attend UNM.

Scholarships

Re-engineer the scholarship process for the purpose of making it more efficient and effective in the recruitment of students.

- Several meetings were held throughout the year with some of the stakeholders. There has been great progress in this but there is still much to be done.
- Among our progress we have streamlined the application process for Amigo Scholarship, consolidated old outstanding scholarship debt, working with Provost budget office and university budget office to resolve this issue.
- Re-engineering the application and selection process is underway to maximize recruitment value, timeliness, and staff efficiency. The director made some changes for FY10 but opted to delay a complete restructure until appropriate communication was completed with the Foundation and other stakeholders.

Create a zero error expectation among all staff

✓ **Directors and Associates to closely monitor daily reports and student surveys to address errors, workflow glitches and service level performance.**

- We are paying closer attention to duplicate clean up on a daily basis which allows for less error and inconsistency of our work.

• **Both Associate Vice President for Enrollment Management and the Director of Enrollment Development and Initiatives (One-Stop) have been assigned to lead the divisional training initiative.**

- Among the training the division has had this year:
 - Successful Customer Relations course by EOD, March 2009. Cross training for One-Stop and Communication Center Staff
 - November 17, 2009 – Financial Aid
 - November 18, 2009 – Registration
 - November 19, 2009 – Admissions
- Recruiter training on Financial Aid & Registration, December 17, 2009
- Challenging Customer Service Situations course by EOD, March 2010

Goals set by Provost Ortega for 2009 – 2010

1) **Consolidate changes made over the last year.**

We have made significant gains in the integration of our business processes. We continue to address areas where we need to realign further.

2) **Develop a strategy for letting the broader campus and local community know about progress that enrollment management is making to serve students and promote and reward the staff who making it possible.**

Several strategies were developed this year to meet this goal. Among them was a designed and implemented website for enrollment management. A newsletter was developed and it was our hope to have this newsletter to go out once every term. It has been difficult to keep up due to the departure of the Operations Manager. We hope to continue with that at least two newsletters a year.

Our student satisfaction survey outcomes are posted on our website and some of the positive comments that students made of our services, are available for viewing.

There has been a significant in staff promotions and upgrades. However, we have not been able to find a way to properly promote these promotions.

3) Make measurable and substantial progress in implementing the degree audit system and multi-term registration.

- ✓ The degree audit upgrade is up and running. However, multi-term registration has been challenging to say the least. We will continue to engage all stakeholders in an effort that we can convey the benefit of multi-term not only to students, but to faculty as well.

4) Get faculty and dean buy-in and finalize our five year enrollment plan.

A five year enrollment plan summary has been developed. Associate Vice President, Terry Babbitt has consulted with the academic enterprise. We are still developing a comprehensive enrollment plan that will include strategies at the undergraduate and graduate level. Admissions recruitment plan, departmental recruitment plan, the ethnic centers recruitment plan, and hopefully we will also house a retention plan. It is our goal to have this plan completed by fall 2010.