

LET'S NOT GO BACK, BUT FORWARD

The Division of Enrollment Management supports all cost containment exercises in progress. We recognize the severity of the budgetary challenges facing the university and enthusiastically support recommendations that benefit the institution. However, we are compelled to point out concerns and provide additional information when we feel a recommendation does not improve the university and service to students. This is the case with the recommendation by the Academic Affairs Review Panel to consolidate the Division of Enrollment Management under the Division of Student Affairs.

In 2007, the University realized that the Enrollment Support Services needed to be realigned for greater efficiency and process to allow the University to meet enrollment goals (3% band) and improve service levels. This need gave birth to the Division of Enrollment Management. The change was done in consultation and support from the Board of Regents. In 2008, a permanent Vice President was appointed.

In reconsidering the current organizational structure, serious thought needs to be given to all the investment that has been made. And, if we truly subscribe to an institutional perspective that students are the university lifeline, let us not forget all the improvements that have been made in support of student educational goals and aspirations.

In less than 3-years time, this newly established division has assisted the university in improving services to students and all constituents. It has achieved a 180° degree change from the past service level. Some highlights of the outcomes:

- Gone are the long lines that students were forced to endure. Our divisional motto is “Two people in line, is a long line”. A student’s average wait time is less than 3-minutes during peak periods.
- Financial aid is distributed early and much more efficient than in the past.
- All enrollment services have a 24-hour turnaround time from submission of all documents. Unlike in the past, students often waited months before they received a decision.
- Students no longer need to submit documents several times. We adopted best business processes in the scanning of documents and created workflow with an outcome that students now receive a response from us within 24-hours.
- Gone are the times when students never received an answer from us, or phones went unanswered. The creation of the Communication Center allows us to properly answer all phone calls coming into the enrollment services with a goal of providing response within a minute of that call.
- Students were unable in the past to reach us through the web. We have introduced “chat” that allows students to be serviced by way of instant messaging so students receive a quick response to their needs. This was non-existent in the past organizational structure.
- Unlike the past, students are the reason for our being. All in the division worked diligently daily, focusing on this philosophy and commitment. We have designed a service matrix that provides us feedback on our daily performance.
- Let’s not forget that the University for years did not meet the 3% band and for the last 3 years we have exceeded that goal. This includes significant increases in out-of-state students, transfer students, and National Scholars. We have outperformed our peers.

- Multiple service centers have been established and students are now able to seek enrollment services at multiple locations, making it very convenient for them.
- Over 22,000 square foot of space was released to advisement related services.
- We initiated comprehensive recruitment plans for transfer students that were non-existent before.
- We enhanced the recruitment and communication strategies for first-time college students, which now targets out-of-state students and academically talented students.
- We introduced an “Enrollment Management Work Plan” which keeps directors and associate directors accountable for what needs to be improved to better serve students. This work plan is monitored weekly. This was non-existent before.
- Re-engineered financial aid distribution that now allows transfer and graduate students provisionally admitted to receive early financial aid awards. Many forms are now on-line.

As important as customer service is to any business, a review of the return on investment to the University is in order. Efficiency improvements have netted average savings of \$1,000,000 per year. Also, prior to establishing the Enrollment Management Division in 2007, the University had broken the “base plus 3%” formula enrollment band once in 2003-04. As a consequence, there were many years without extra workload funding from the state. Consider how the university financial position has improved with enrollment increases that did break the band in 2008-09, 2009-10, and 2010-11 (it should be noted that NMSU did not break the enrollment band two of those three enrollment cycles).

Return on \$575,000 Investment to Create Enrollment Management Division

(funding included three regional recruitment initiatives)

Enrollment Cycle (Summer, Fall, Spring)	Unrestricted Credit Hour Increase from Previous Year	Workload Adjustment*	Main Campus Tuition Revenue	% Increase Tuition Revenue from Previous Year	Tuition and Fee Increase
2006-07	-1.8%	0	\$108,900,000		
2007-08	0.4%	0	\$110,900,000	1.8%	5.4%
2008-09	2.0%	\$4,500,000	\$118,300,000	6.7%	5.8%
2009-10	6.1%	\$11,700,000	\$126,600,000	7.0%	5.5%
2010-11**	4.7%	\$8,200,000	\$141,500,000	11.8%	7.9%

*** Applied to appropriation two years later due to lag in formula calculation. 2010-11 is still under the current formula but there is no way to determine if the projected workload will be funded.**

**** Projected**

In summary, a review of the performance data of the last three years, both at the service level and quantitative enrollment outcomes, suggests the \$575,000 the university has invested in Enrollment Management has paid a tremendous return on investment. Furthermore, it is evident that the Division of Enrollment Management has demonstrated the ability to lead any necessary consolidation through the application of proven organizational improvement and efficiency strategies.