Division of Enrollment Management
Goals for 2009-2010

Mission Statement

To contribute to the mission of the University by harmonizing all essential operations that support student affinity to the University and to support the academic enterprise in meeting the institutional enrollment goals.

Vision Statement

To be known as a premier institution delivering exemplary customer service to all we serve.

Core Values

UNM-Accountability, Teamwork, Trust, Innovation, Talent, Unity, Dedication, Energy and Performance

• First class team driven by mission, goals and mutual respect.

• Personal best – do it right and do it now – quality work, quickly done.

• Positive and effective communication (honest and straight forward with each other and those we serve).

• We will make a difference with all we serve and we will help all students reach their full potential and possibilities.

• We will listen to all our students, faculty and staff – we will have the courage to change what needs to be changed, whether it is behavior, rules, regulations or processes.

Division of Enrollment Management
Goals for 2009-2010

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
  - Registrar to complete undergraduate coding by 8.31.09
  - Registrar to finalize plan to complete graduate by 8.31.09
  - Upgrade to interactive degree audit by 4.2010
  - Provide monthly updates on these projects

- Introduce multi-term registration
  - Registrar to test 9.2009
  - Implementation scheduled for 10.2009

- Implement new class scheduler
  - Registrar will implement by 9.30.09

- Implement Banner 8 and adapting best business processes allowing the University community more flexibility with student database maintenance
  - All units business process consulting 7.2009
  - All units testing fall 2009

- Enhance OCR by initiating supplemental transcript processes

Division of Enrollment Management
Goals for 2009-2010

– Improve self service for students

    Admissions priority and completion date: Status check for paper applicants by 9.2009

    Financial Aid to be determined

    Registration priority and completion date: Print unofficial transcripts from LoboWeb (date to be determined)

– Implement electronic transfer of records

    CNM and APS priority for this project led by the Registrar

    Project specs by 8.2009

    Testing and implementation by 12.2009

– Move the University catalog to an online edit program allowing for a more efficient and effective way to design a yearly catalog

    Registrar will have plan and implementation dates by 8.2009

– Automatic packaging of TEACH grants

    Financial Aid by 12.2009 (for 2010-2011 awarding)

Division of Enrollment Management
Goals for 2009-2010

To continue to improve our communications to all we serve.

- Redesign the University's search piece and view book
  - Admissions by 8.2009

- Enhance communication plan to students
  - All units with updated communication binders by 8.2009
  - Admissions outstanding student plan by 8.2009
  - Admissions juniors and sophomores by 12.2009

- Minimize wait times on queues to less than three minutes at the Communication Center
  - Staff in place to meet goal by 8.2009

- Continue to improve our divisional website
  - Divisional website complete by 8.15.2009
  - Unit upgrades ongoing with new/consistent look by 11.2009

- Enhance communication to outstanding students by way of implementing Hobson's CRM
  - Admissions consultation by Hobson's by 9.15.2009
  - Testing of all components by 9.30.2009
  - Operational by 10.2009

Division of Enrollment Management
Goals for 2009-2010

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 appropriate human resource 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 12.2009

- All unit directors will submit operational data reports at management meetings

Division of Enrollment Management
Goals for 2009-2010

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
  - Admissions will add specific outreach strategies with this market to communication plans by 10.2009

- 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
  - Admissions will identify secondary markets such as El Paso, TX, Phoenix, AZ, Denver, CO, large metropolitan areas in Texas, and strategic areas in California, Florida, and Texas among others and create plan by 11.2009 with execution beginning in January 2010

- 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

- Work closely with the University's distance learning division in support of the institutional enrollment goals
  - All units incorporate strategy based on collaboration with Extended University by 12.2009

- Increase the number of Veterans enrolled by 25%

Division of Enrollment Management
Goals for 2009-2010

Enrollment Plan

– Work closely with all stakeholders to produce a state-of-the-art five-year enrollment plan

New version of working draft complete by 8.01.2009

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 by 12.2009

– 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 10.2009

– 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 12.2009

– 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 12.2009 and begin analyzing how many of these prospects attend UNM

Division of Enrollment Management
Goals for 2009-2010

Scholarships

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

Financial Aid will implement substantial changes by 8.2009

Create a zero error expectation among all staff

– Closely monitor daily reports by all Associates and Directors for the purpose of addressing errors and workflow delay immediately

All units should have front-end scanning and workflow processes in place and be able to report daily, weekly, and monthly summaries

– Duplicate clean-up on a daily basis

All units

– Training staff to produce an error free process when using students records that have been suspended in Banner

All units

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES ADMISSIONS	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
1	Implement Banner 8 and adapt best business processes allowing the University community more flexibility with student database maintenance.	TBD, Deborah Kieltyka, Tanaya Brown,	ITS	Mar-09	Go "live" is April 2010. Several business processes have been adopted that allows for easier access to Banner.
2	Re-engineer international admissions process for better integration and prompt response to students.	TBD, Deborah Kieltyka, Tanaya Brown	ITS	Jan 2010	Several meetings were held and changes were made to some of our business processes. We are beginning to see great improvement of international applicants.
3	Enhance OCR by initiating supplemental transcript processes.	TBD, Deborah Kieltyka, Kathleen Sena	ITS, Michael Schein	Oct 2010	Recent meeting with Hershey consultant to discuss options available to accomplish this goal.
4	Improve Self-Service to students:-Admissions Priority and Completion date: Status check for paper applicants	TBD, Deborah Kieltyka	ITS	Sep-09	ITS is finishing up the coding for this procedure.
5	Update Communication Binder for Admissions.	TBD, Deborah Kieltyka	Crystle Collier	ongoing	Semi completed. Ongoing
6	Work with One Stop Service Centers and the Communication Center to allow for appropriate human resource support at all times.	TBD, Deborah Kieltyka		ongoing	Evaluations of the One-Stop are over 90% satisfactory rating.
7	Continue Cross-training staff with second-level training completed for all staff and third-level completed for select staff	TBD, Deborah Kieltyka, Tanaya Brown		Dec 09	
8	Monitor closely production to ensure that we are within our goal of 24hrs turn-around time.	TBD, Deborah Kieltyka, Tanaya Brown,		Ongoing	

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES **ADMISSIONS**	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
9	Redesign the University's search piece Redesign the University's view book	TBD	Brainworks	Aug 2009 Oct 2009	Completed
10	Enhance Communication plan for Seniors, outstanding students and transfer students.	TBD, Crystle Collier Erin Loader		Aug 2009	Senior Plan completed; Outstanding Students Plan completed; and Transfer Student Plan completed
11	Implement Hobsons CRM.	TBD, Crystle Collier		Oct 2009	Completed
12	Enhance the University's presence in primary and secondary markets and execute recruitment plan.	TBD, Crystle Collier		Aug 1, 2009	Completed - ongoing
13	Reach out to community colleges, specifically those in secondary markets and establish articulation agreements with those community colleges that could be great feeders to UNM.	TBD, Crystle Collier		Jan 2010	Currently working on an articulation agreement with Miami Dade College and Arizona Western College.
14	Work closely with branch campuses to promote educational opportunities in fall 2009.	TBD, Crystle Collier		Dec 2009	Completed - ongoing
15	Collaborate and work closely with the University's Distance Learning division in support of institutional enrollment goals.	TBD, Crystle Collier		Dec 2009	Completed - ongoing
16	Continue to provide exemplary service an achieve a 90% satisfactory rate or better on our service surveys.	TBD, Deborah Kieltyka, Crystle Collier		Ongoing	Met goal. Ongoing
17	Auto admit students.	TBD, Deborah Kieltyka	Laura Olszewski	Jan 2010	In progress to be completed after Banner upgrade in April 2010.

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES COMMUNICATION CENTER	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
18	Provide technology upgrades including summary page	Alex Gonzalez	Kevin McNew	Oct 2009	Had initial meeting with Kevin on June 18, 2009. – Slow progress
19	Minimize wait times on queue to less than three minutes at the Communication Center.	Alex Gonzalez		Sept 2009	Three term hires will be posted first week in July.
20	Re-engineer telecounseling efforts and draft work plan focusing on improving yield rates for all students and targeted campaigns.	Alex Gonzalez		Sept 2009	
21	Continue to improve our divisional website. Unit upgrades ongoing with new/consistent look.	Alex Gonzalez	Andrew Paul Trever	Nov 2009	First review of draft website was completed on June 26, 2009.
22	Enhance communications to outstanding students by way of implementing Hobson's CRM. Implement telecounseling component.	Alex Gonzalez	Crystle Collier	Oct. 2009	Met with AACRAO consultant on June 24, 2009.
23	Work closely with all units to plan for appropriate human resource support at all times	Alex Gonzalez		Ongoing	Trained recruiters on June 16, 2009 and met with Financial Aid on June 18, 2009 to provide support.
24	Submit operational data reports at management meetings	Alex Gonzalez		Weekly	
25	Continue to provide exemplary service an achieve a 90% satisfactory rate or better on our service surveys.	Alex Gonzalez		Ongoing	

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES ENLACE	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
26	Continue to provide support to our community for the purpose of access and success for all future students. Generate monthly report in these efforts.	Lawrence Roybal		Ongoing	Within the ENLACE Central region, over 1,800 elementary, middle, high school and university students have been served in Los Compañeros and Family Centers services. The ENLACE Statewide Collaborative serves 5,777 students in the P-20 pipeline. Reports are generated monthly for the New Mexico Public Education Department, each semester for the New Mexico Higher Education Department and annually as part of the University of New Mexico Annual Report.
27	Work closely with parents in the nurturing and recruitment of future students.	Lawrence Roybal		Ongoing	ENLACE continues to serve as a model for family engagement in Albuquerque and across the state. TheENLACE Central Region Family Center Ambassadors provided 560 home visits and 2,647 follow-up contacts by phone or letter. Family Centers also had over 100 volunteers across Albuquerque Public Schools. ENLACE has engaged 5,419 family members across New Mexico with 30,628 contacts overall.
28	Maintain a strategic communication plan with all ENLACE students integrated as prospects in our University recruitment database. Maintain special codes as part of our business plans and procedures throughout the recruitment cycle.	Lawrence Roybal		July 1, 2009 – June 30, 2010	ENLACE has finalized the strategic plan report and has converted it into a publication to be distributed statewide. Ongoing correspondence with students and families is maintained through brochures, fliers, and newsletters. Moreover, communication through telephone calls

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES FINANCIAL AID	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
32	Improve self service to students	Brian Malone		TBD	We implemented an online loan request, as well as an online Tribal Needs Analysis form. With legal approval, we would like to move all forms to online. We are waiting on confirmation of legality of signature online.
33	Automatic Packaging of TEACH grants	Brian Malone	Eddie Salazar	Dec 2009	Completed
34	Enhance communication plan to students	Brian Malone	Eddie Salazar	Aug 2009	Initial Complete, but ongoing. We documented our communications, and moved virtually all communication to email. This saved printing costs, as well as quickened the time of communication.
35	Continue to improve divisional website	Joseph Gonzales	Division resources	Nov 2009	95%. Working with Recruitment to move all websites (Student Employment, Scholarships, General Financial Aid) to similar look and feel across division. We need to finish captions for links before transition can take place.
36	Continue to provide exemplary service and achieve a 90 percent satisfactory rate or better on our service surveys	Brian Malone	Kim Luu, Mabel Gutierrez	On going	Met. Ongoing.
37	Continue cross-training of all staff and greater integration into the One-Stop environments at both main campus and SSSC	Brian Malone	Eddie Salazar	Dec 2009	Initial complete. Ongoing. Conducted many sessions in department and across division. This will never be "complete".
38	Work closely with our branch campuses to promote educational opportunities beyond two years	Brian Malone		On going	Not started, beyond normal financial aid processing.
39	Work closely with the University's distance learning division in	Brian Malone		On going	Not started, beyond normal financial aid processing.

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES FINANCIAL AID	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
41	Re-engineer the scholarship process for the purpose of making it more efficient and effective in the recruitment of students.	Brian Malone	Brian Malone Terry Babbitt Alex Gonzalez Crystle Collier Carmen Alvarez-Brown	Aug 2009	Reengineering is an ongoing process. We have streamlined portions of back office operations. Working with stakeholders to further overall process in 2010-2011. In 2009-2010, Amigo scholarship application was removed (process is with Recruitment office) and report ranking was implemented. Freshman scholarship process went well. To remove application for all other freshman scholarships (Presidential, and UNM Scholars) we need approval of Faculty Scholarship Committee, and need to work with UNM Foundation.
42	Closely monitor daily reports for the purpose of addressing errors and workflow delay immediately.	Brian Malone	Brian Malone Joseph Gonzales Eddie Salazar Mabel Gutierrez	Ongoing	Done daily. Even during peak times we are always within a day of processing paperwork. During non-peak times, we are on same day paperwork.
43	Clean up duplicates on daily basis.	Joseph Gonzales	Tony Lewon	Ongoing	Worked daily. Still catching up from initial inheritance of duplicates.
44	Train staff to produce on error free process when using students records that have been suspended in Banner.	Brian Malone	Eddie Salazar	Ongoing	Suspense is worked on daily basis.
	Implement Banner 8 and adapting best business processes		Eddie Salazar	March 2010	Go-live on target for week of March 15, 2010.

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES LOCAL AREA NETWORK (LAN) SUPPORT	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
46	Further enhance all OCR capability to allow for second (supplemental) transcript.	Michael Schein	Deborah Kieltyka	Dec 2009	0 % completed. The Hershey DARS module was not purchased. It may not be necessary with electronic transmission of transcripts. The DARS module would be a fix in the interim.
47	Hire replacement for two LAN Administrator positions focusing one of these positions on a business process analyst.	Michael Schein		Aug 1, 2009	Completed
48	Configure shared server for all Enrollment Management documents by moving to campus wide active directory domain.	Michael Schein		Sept 2009	Completed
49	Mass access for online Financial Aid.	Michael Schein	Brian Malone	Dec 2009	Completed. Forms will continue to be added for the foreseeable future.
50	Physically move servers to SSSC.	Michael Schein		Sept 2009	Completed

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES **REGISTRAR**	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
51	•Update and upgrade degree audit program reflecting 2009-2010 catalogue. •Updates need to be completed by Aug 2009. •Interactive degree audit to be implemented by March 2010. • Implement graduate degree audit by June 2010. • Course equivalency tables up-to-date for all previously and currently enrolled students by Dec 2009.	Kathleen Sena, Cynthia Mortensen, Merle		Aug 2009, March 2010 June 2010 Dec 2009	Completed
52	Introduce multi-term registration in collaboration with academic multi-term scheduling project. Multi –term registration will include summer term.	Kathleen Sena, Jep Choate		Sept 2009, Jan 2010	
53	Work closely with academic scheduling to ensure that we have appropriate classes and sections as reflected by students' demand. (Creating waitlist and opening of sections on students' demand.)	Kathleen Sena, Jep Choate, Alec Reber		Ongoing-all terms	
54	Move the University catalogue to an online edit program.	Kathleen Sena, Elizabeth Barton		Aug 2010	
55	Improve self services to our students. Availability for students to print unofficial transcripts from LoboWeb.	Kathleen Sena, Alec Reber		Jan 2010	
56	Introduce electronic transfer of records so that UNM is able to receive records and move to the degree audit and Banner.	Kathleen Sena		Aug 2010	
57	Implement new class scheduler allowing the University better planning of courses by utilizing robust inventory of classroom space. Re-evaluating time slots for classes.	Kathleen Sena, Jep Choate		Sept 2009	

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES **REGISTRAR**	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
58	Re-design yellow card process.	Kathleen Sena, Alec Reber		Dec 2009	
59	Continue to provide exemplary service an achieve a 90% satisfactory rate or better on our service surveys.	Kathleen Sena		Ongoing- all terms	
60	Work closely with branch campuses and Distance Learning division to identify loopholes and provide support to their registration endeavors.	Kathleen Sena		Ongoing- all terms	
61	Implement Banner 8 adopting best business processes. (Waitlist, etc.)	Kathleen Sena, Cynthia Mortensen, Alec Reber		Spring 2010	

Enrollment Management Work Plan
2009-2010

#	KEY STRATEGIES VETERANS RESOURCE CENTER	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
62	Create and execute a communication plan	Elise Wheeler		Aug 2009	Completed
63	Develop methodology to batch upload Veteran Data from VRC Data Base	Elise Wheeler	Darrin Kowitz, Laura O	Jul 2009	Completed
64	Implement Communication strategy into Hobsons	Elise Wheeler	Hobson's rep	Aug 2009	Await final issues with Hobsons. Expect completion in May 2010
65	Develop Ad Hoc communications to insert into Hobsons notifying them of news that may entice them to pursue and education (ie passing of HR1777)	Elise Wheeler		Aug 2009	Completed
66	Enhance recruitment efforts to Veterans so that the University can enjoy a 25% increase in Veterans joining the UNM family from previous years.	Elise Wheeler		Aug 2010	This is an on-going goal.

Enrollment Management Work Plan
2008-2009 Continued Projects

#	KEY STRATEGIES	POINT PERSON	OTHERS WITH MAJOR RESPONSIBILITY	TARGET DATE	STATUS
67	Conduct a review of the current College Work-Study awarding process to ascertain if work-study funds are being awarded in an efficient and reasonable manner to support student and institutional enrollment goals.	Terry Babbitt, Brian Malone, Brian Malone, Marisa Castaneda		Aug. 1, 2009	Strategy to be tested in Fall 2009
68	Organization, clarity, and efficiency within the FASTINFO knowledge base.	Brian Malone, Brian Malone	Kim Luu, Eddie Salazar	Aug. 1, 2009	Ongoing process. The FASTINFO knowledge base is in a continuous process of enhancement/and refining.
69	Encourage students to register for 15 credit hours for Fall and Spring semesters.	Kathleen Sena, Paula Smith, Alec Reber		Aug. 1, 2009	
70	Encourage students and advisors to utilize EPROGRESS (on-line automatic degree audit.)	Cindy Mortensen, ITS, Kathleen Sena	DA/TA Team, College Academic Advisors	Aug. 1, 2009	
71	Evaluate all classroom finishes, furniture and A/V equipment. Evaluate each facility for student/faculty comfort and teaching readiness. Establish guidelines.	Classroom modernization committee, Office of the Registrar, PPD		Aug. 1, 2009	Jep Choate and Carolyn Gutierrez continue to work with the campus wide modernization committee to complete plans and needs for the Mitchell Hall renovation/remodel. They are working with the committee to determine what facilities are next to be considered for remodel/renovation.
72	Increase the number of late starting courses.	Wynn Goering Kathleen Sena	EM Reporting Team, College Dean offices, Office of the Registrar	Aug. 1, 2009	Needs new strategies.

Five Year Enrollment Projections

Headcount

Semester	2004-05	2005-06	2006-07	2007-08	2008-09	Projected Headcount 2009-10	2010-11	2011-12	2012-13	2013-14	Increase 2008-2013
Summer	8,683	8,309	7,993	8,037	7,806	7,861	7,939	8,019	8,099	8,180	4.8%
Fall	26,339	26,280	25,817	25,749	25,820	26,759	27,056	27,789	28,563	29,340	13.6%
Spring	25,031	24,856	24,177	24,092	24,449	25,368	25,649	26,344	27,078	27,814	13.8%

Unrestricted Student Credit Hours

Semester	2004-05	2005-06	2006-07	2007-08	2008-09	Projected SCH 2009-10	2010-11	2011-12	2012-13	2013-14	Increase 2008-2013
Summer	40,161	38,264	36,565	38,340	37,561	37,749	38,108	38,489	38,874	39,263	4.5%
Fall	289,480	292,977	289,543	290,262	295,118	303,715	307,086	315,405	324,190	333,009	12.8%
Spring	272,773	273,982	268,146	268,167	275,876	285,385	288,552	296,370	304,624	312,911	13.4%
TOTAL	602,414	605,223	594,254	596,769	608,555	626,848	633,746	650,264	667,689	685,183	12.6%
% Above Base						3.01%	4.14%	6.85%	9.72%		
3% Band Goal						626,812					

Unduplicated Headcount

Level	2004-05	2005-06	2006-07	2007-08	2008-09	Projected Undup. HC 2009-10	2010-11	2011-12	2012-13	2013-14	Increase 2007-2012
Undergrad	21,914	21,843	22,030	21,533	21,776	22,568	22,492	23,102	23,745	24,391	12.1%
Grad./Prof./Nondegree	10,023	9,858	9,438	8,798	9,333	9,672	10,105	10,379	10,668	10,958	18.5%
TOTAL	31,937	31,701	31,468	30,331	31,108	32,240	32,598	33,481	34,413	35,349	14.0%

Full Time Enrollment

Semester	2004-05	2005-06	2006-07	2007-08	2008-09	Projected FTE 2009-10	2010-11	2011-12	2012-13	2013-14	Increase 2007-2012
Summer	6,967	6,503	6,157	6,514	6,385	6,398	6,459	6,524	6,589	6,655	4.2%
Fall	20,425	20,561	20,289	20,307	20,581	21,388	21,626	22,212	22,830	23,451	13.9%
Spring	19,284	19,339	18,871	18,969	19,555	20,240	20,465	21,019	21,605	22,192	13.5%