



March 6, 2007

To: Provost John Hughes
Fr: Strategic Enrollment Management: Student Experience Task Force
Re: Future of Enrollment Management

We are providing this recommendation as a reflection of our work to date. As the university undergoes a transition from a Vice President for Undergraduate Education to a Vice President for Enrollment Management, this is a critical time to be clear about what will improve not only our strategic recruitment and enrollment efforts, but what will also improve the student experience.

From our perspective, the new Vice President for Enrollment Management must be a strong leader who will manage key departments, encouraging collaboration and aligning resources to enhance our recruitment/enrollment efforts. These departments include: Admissions, Registrar, Institutional Studies and Financial Aid. We are encouraged by the focus of the search and look forward to welcoming this new Vice President.

However, a sustainable enrollment management plan must also include long-term investment by the institution in the quality of the student experience. While the programs, faculty and staff across all of the units demonstrate the wealth of opportunities that we offer our entering students, the lack of integration and support needed to present a seamless student experience diminishes our ability to maximize their value. In light of the loss of the Vice President for Undergraduate Education position, we urge you to revisit our recommendation that there be a single University administrator charged with the integration, oversight and, where appropriate, coordination of the following:

- Integrated Advising
Mid-term warning letters, advisor training, advisor evaluation, etc. all need attention. (Attached is a summary document of our advising recommendations from October 2005 – while progress has been made on some of these recommendations, most remain unaddressed in a sustainable manner.)
- Residential Learning Communities
Coordination of funding, supervision, assessment and planning of this initiative is desperately needed.
- First Year Experience
First-year seminars/academic programs should be supported across units; programs designed to support first-year students' successful transition to college require development and coordination.
- Transfer Student Experience
A clearly articulated mission and vision for this population must be developed and appropriate support across the campus identified.

- International Education
Consistent leadership, direction and mission is long overdue in order to support our international students and global learning experiences.
- Academic/Curricular Oversight
As we move towards more University-wide requirements (e.g., Diversity and Writing In the Disciplines) and cross-college programs (e.g., undergraduate programs in Biochemistry, Biological Science and Environmental Sciences as well as University coordination of minors), communication and cooperation amongst academic units should be facilitated at the University level. Course offerings and degree requirements must be presented accurately in our online and print catalogues.
- University-wide Assessment
Data are collected and summarized (NSSE, CIRP), but no analysis directly related to decision-making occurs and there is a lack of communication to the broader campus about what is working and perhaps not working based on the results of these surveys. As we prepare for reaccreditation, it is especially important to utilize these data in a more meaningful and purposeful manner.

John, we offer this perspective because we know you share our interest in improving the overall student experience. While there are many wonderful initiatives that occur both inside and outside of the classroom, there are a number of items that require greater collaboration between student affairs and academic affairs. For an institution our size with a mission to educate the whole student, we could capitalize on strong existing relationships and fill this void.

At the very least, the current lack of communication and collaboration leads to missed opportunities for innovation; at worst it leads to wasted resources, loss of students, or graduates with negative perceptions of the institution. Again, we strongly recommend that there be a single administrator charged with addressing these issues from a broad, University-wide perspective.

If you would like to discuss these issues further, please let us know.

TASK FORCE MEMBERS:

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cc: Wanda Heading-Grant