Unifying Academic & Enrollment Leaders: 
The Pay Off is Institutional Fiscal Strength

AACRAO 2011 SEM Conference
Session 73

Tuesday, November 1, 2011
11:00 AM – 12:30 PM

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Unifying Academic & Enrollment Leaders

- From unique perspectives to shared vision & values
- Working together to connect the dots ...

- Decisions impact financial viability
The #’s – bring them in

Fin Aid – Compete for new students

ENR Plan – size, quality, net revenue, outcomes

1st Year Retention

Student Success – campus wide

Benchmarks, KPI, Trends

Sophomore Slump

Quarterly Retention

Graduation & Revenue Growth

Academic leaders / departments provide valuable contributions

Relationships

Policies

Services

Satisfaction
Together leaders choose to focus on shared goals & strategies:

- Student experience centered
- Student progression to achieve educational goal
- Facilities planned to meet future learning environment / student needs
- Community values & respects members – civility
1. On your campus, what are the common goals among academic & enrollment leaders?

2. What strategies support the goals?

3. What (if any) are the roadblocks?
Common goals?

- Student quality / fit – able to benefit from educational experience
- Student access & attainment
- Healthy enrollment in major
- Filled classes / few low enrollment classes
Collaborative strategies?

- Orientation – transitions
- Retention strategies:
- Communication strategies
Roadblocks?

- Change in leadership or key positions
- Lack of data – tells your story
- Lack of trust
How to move toward shared vision & values
Building shared perspective begins with trust and ... 

1. Clarity of purpose
2. Appreciate unique perspective & contribution
3. Spirit of interdependency (team)
4. Understand shared goals & strategies
5. Effective change management
Clarity of purpose ... Why should we work together?

Achieve enrollment goals = Achieve revenue goals

- Improved student experience
- More students stay & complete
- More students apply & come
- Enhanced reputation
- Increased demand
- Increased revenues for investments

Achieve revenue goals
Academic Mission

It’s about student learning & the teaching experience...

Appreciate unique perspectives – Academics

Emphasis varies depending on type of institution

- Research
- Scholarship
- Service
- Student interactions – advising & majors
- Teaching and learning
Enrollment Focus

It’s about the student experience & the bottom-line…

Appreciate unique perspectives – Enrollment

Emphasis varies depending on type of institution

- Marketing & recruitment
- New student mix, quality
- Retention & completion
- Student satisfaction
- Financial Aid / Registration
- Net revenue
Build shared understanding of institutional strengths & challenges

- Strength of academic & co-curricular programs
- Facilities – quality, student expectations
- Market position and perceptions
- Work environment & communication
- Policies & procedures (effective/efficient)
- Student satisfaction
How to work together ... guidelines
Spirit of interdependency

- Open, honest, trustworthy communication & relationships
- Seek first to understand another’s viewpoint
- Different perspectives have merit – explore & choose
- Focus – best outcome for University & student

- Executive buy-in
- Enrollment summits
- Committee structures
- Personal relationships
Understand shared goals & “strategies”

Goal – Quality of Student Experience

Research

Communication

Policies
Quality student experience ...

- On-going Support
- Orientation
- Outside of Class
- First Term Adjustment
- Classroom

- Research
- Communication
- Data based decisions
- Monitor progress
Understand shared goals & “strategies”

- Goal: Retention & Completion
- Faculty & Staff Focus
- Research & Action
- Communication
Just when you’re moving forward ... change happens
Effective change management – time to adapt

Change in:

- leadership
- key faculty & staff
- policies
- academic programs
- services
- technology

**Leaders** prepare the way for others to understand and embrace change

Generous communication
Decisions that impact financial viability
Missed opportunities impact enrollment & revenue

- Course offerings don’t meet student demand
- Students unable to find their niche – leave
- Students “in trouble” left to their own devices
- Troubled areas are known – no changes made
# Financial viability ...

Know the **cost** of missed enrollment goals:

<table>
<thead>
<tr>
<th>Example</th>
<th>Net Rev</th>
<th>Did Not Enroll-Fall</th>
<th>Lost Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Freshman</td>
<td>$15,000</td>
<td>-20</td>
<td>($300,000)</td>
</tr>
<tr>
<td>New Transfer</td>
<td>$16,000</td>
<td>-6</td>
<td>($96,000)</td>
</tr>
<tr>
<td>Continuing</td>
<td>$17,000</td>
<td>-45</td>
<td>($765,000)</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>-71</strong></td>
<td><strong>($1,161,000)</strong></td>
</tr>
</tbody>
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Not enough sections / lower full-time enrollment

Unexpected increase in leave of absence
Unifying Academic & Enrollment Leaders

- Find common ground – purpose, goals & strategies
- Appreciate and validate unique perspectives & contributions
- Develop spirit of interdependency – communication
- Change is inevitable – leaders prepare/adapt
- Know impact of missed goals on financial viability
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