

ORACRAO Conference

May 6, 2008

The Peril & Promise of Opening a New Enrollment Services Center (One Stop Shop)

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Presentation Outline

- The context for change
 - What did we do?
 - How did we do it?
 - What did we learn?
 - Managing and assessing the aftermath
 - Questions, discussion, and sharing others' experiences
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The context for change

Tough institutional circumstances

- Institutional retrenchment:
 - Diminished state resources
 - Enrollment stagnancy
 - \$3,734,195 institutional reduction
 - \$373,550 reduction to Student Affairs
 - \$325,000 reduction to Enrollment Services departments
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A desire for change

- ❑ New leadership = new vision and energy
 - ❑ Strong desire to right the ship
 - ❑ Commitment to enrollment management
 - ❑ Recognition that past course didn't work
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What did we do?

ESC Mission Statement

To provide outstanding enrollment services to prospective and current students of Southern Oregon University. We will enhance our services and increase their accessibility through the most effective and efficient use of our human and technological resources. We will adopt best practices and implement them for the benefit of SOU students.

Enrollment Services Center
Southern Oregon University
July 2007

Enrollment Services at SOU

November 2006

- Division of Student Affairs:
 - Office of Admissions
 - Registrar's Office
 - Financial Aid Office
- Division of Finance and Administration:
 - Business Services Office

July 2007

- Division of Student Affairs:
 - Office of Admissions
 - Enrollment Services Center:
 - Registrar
 - Financial Aid
 - Business Services
 - IT/Production
 - Enrollment Analysis
 - Customer Service

Staffing Changes Made with Development of the ESC

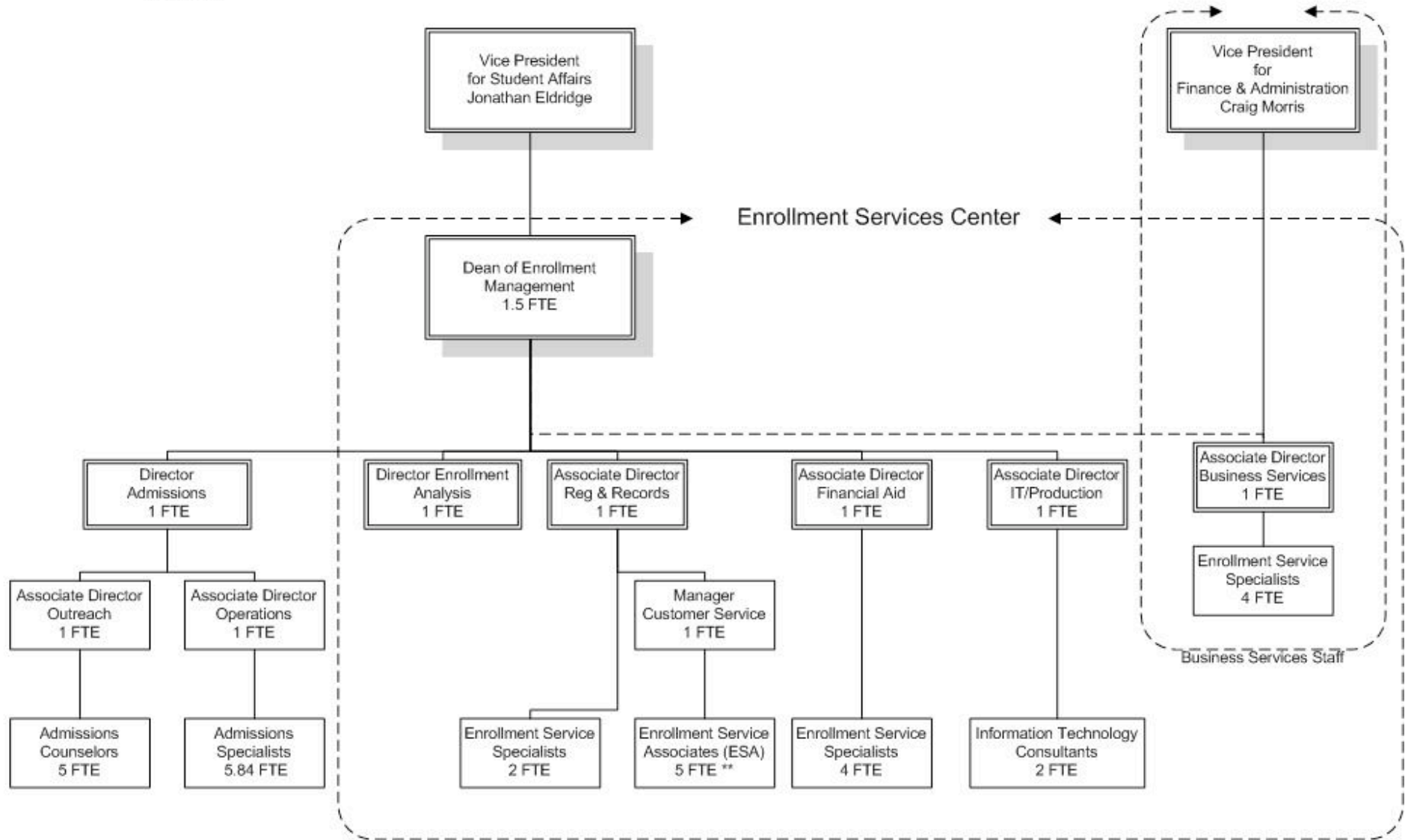
Financial Aid Office:	11 FTE to 4 FTE
Registrar's Office:	9.5 FTE to 3 FTE
Business Services:	11 FTE to 5 FTE
Enrollment Analysis:	0 FTE to 1 FTE
Customer Service:	0 FTE to 7 FTE
IT/Production:	1.5 FTE to 3 FTE

TOTAL: 31.5 FTE to 24.5 FTE

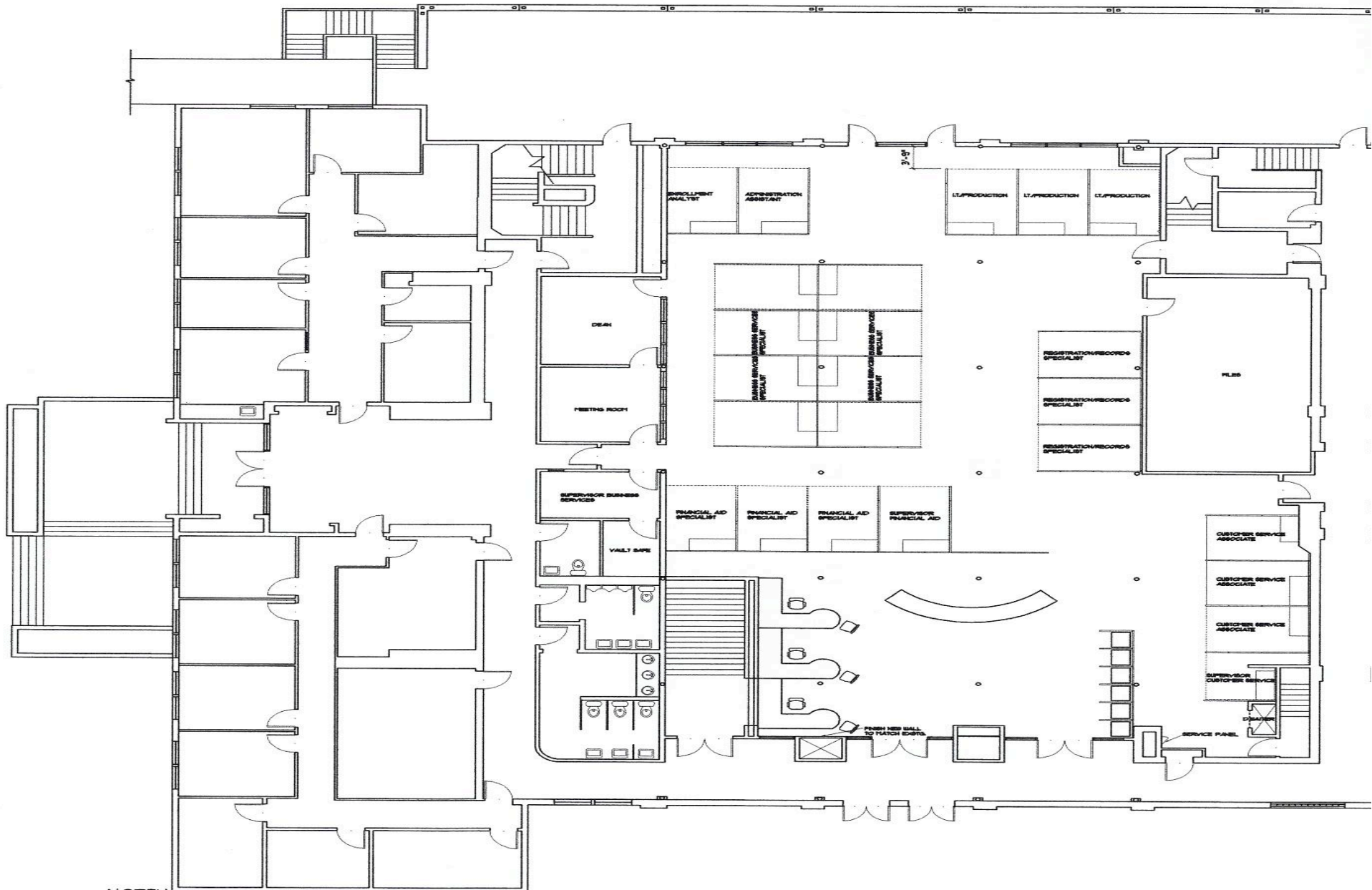
Southern Oregon University

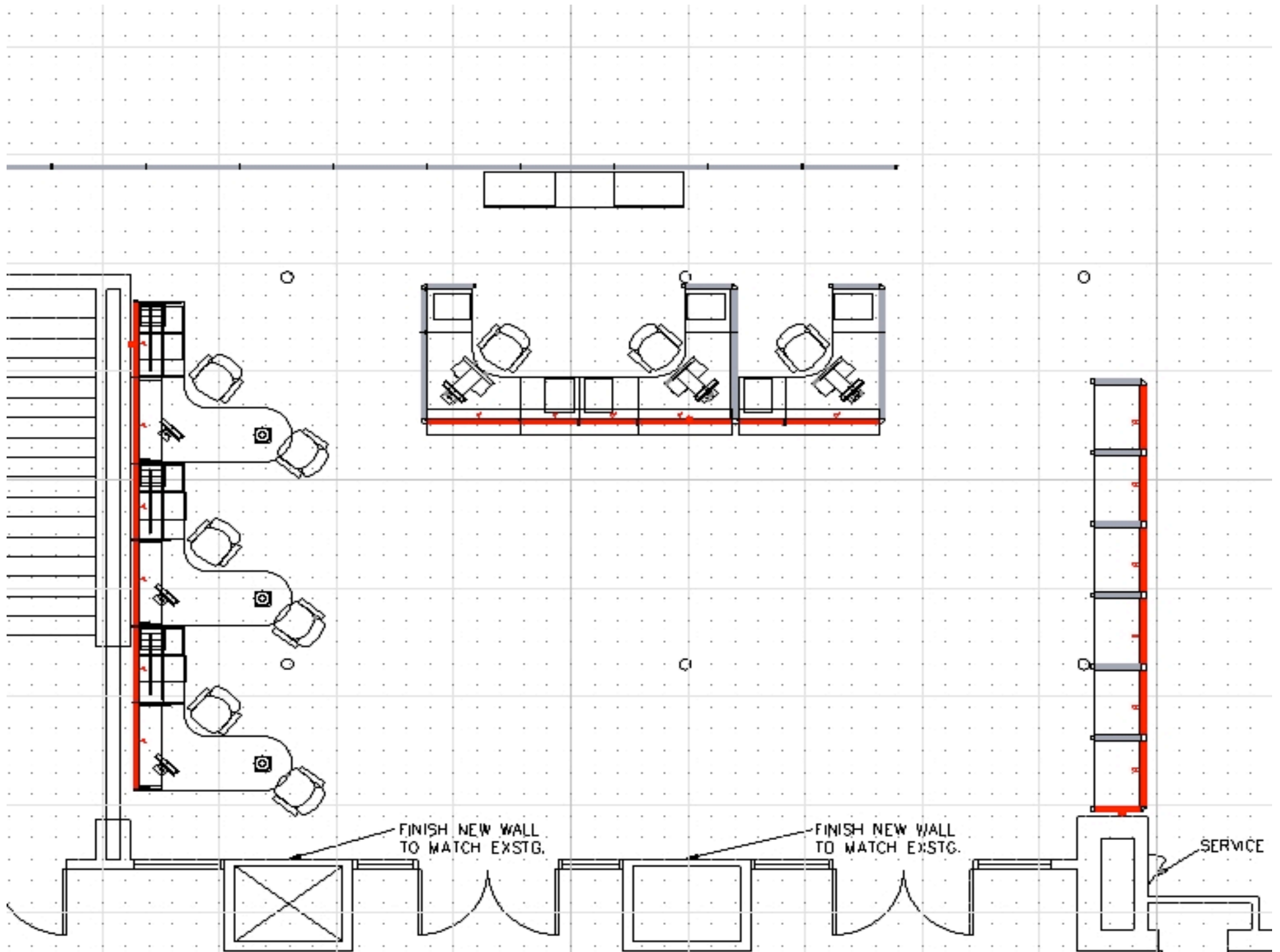
Enrollment Services

4/15/08



** The ESAs provide enrollment, financial, and financial aid services and support to students and their families, and other constituents in person, via phone and email.





How did we do it?

How We Did It...

Communication

- Retreats, meetings, email, face-to-face
- Can't overdo this one!

Continual assessment

- Work-in-progress
 - Learn as we go
 - Listen to all of your stakeholders
 - Change is inevitable; stay light-on-your-feet
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How We Did It...

- Business-as-usual was not an option
 - Data-driven decision-making
 - Institution-wide understanding and buy-in to the model
 - Strong, consistent leadership and adherence to core values and goals
 - “Issues” list
 - Provides a means for input from everywhere
 - Keeps important questions in front of everyone
 - Provides a sense of accomplishment
 - Staff Work Groups
 - Use your experts!
 - Staff buy-in to the process and to the product
 - Different perspectives
 - Get the work done!
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Change Timeline

- January
 - VPSA announces to campus the intent to reduce Student Affairs budgets by creating an Enrollment Services Center
 - Begin layoff notifications

 - February
 - Select leadership team (from existing staff)
 - Hold retreat for all staff who will become part of the ESC
 - Develop mission statement
 - Establish Working Groups on five biggest issues

 - March
 - Finalize operational plan for ESC
 - Finalize facilities renovation plans
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Change Timeline

- June
 - Effective date of most layoffs

 - July
 - New organizational structure in place
 - Registrar's Office move to temporary location
 - Facility renovation

 - August
 - Continued facilities renovation
 - Registrar's Office staff move to permanent location
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Change Timeline

- September
 - Financial Aid Office staff move to permanent location
 - Business Services Office staff move to permanent location
 - September 17th
 - Open for business!
 - September 24th
 - First day of classes (Fall Quarter)
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What did we learn?

Inherited issues

- Personnel
 - Processes
 - Communication
 - Systems
 - Infrastructure
 - Vision
 - Culture
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Questions we regularly ask ourselves in Enrollment Services?

- Do we have the right people in the right jobs?
 - Did we cut too deep?
 - Do we have enough resources?
 - Do we sufficiently understand our systems?
 - Are we all on the same page regarding policies, philosophy, priorities, etc.?
 - Are we crazy?
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A few illustrations

- ❑ The insanity of our start of fall term
 - ❑ Deciphering our curricular structure
 - ❑ Managing long-standing campus expectations and “special arrangements”
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Managing and assessing the aftermath

Managing and assessing the aftermath

- How will you communicate the intricacies of the change to the campus (and beyond)?
 - Is there a culture of contacting individuals rather than offices for service?
 - How can you get others on campus to buy into needed process change?

 - How can you reward those whose work made the change successful?
 - Can you build salary increases into the change for those who have been underpaid?
 - Can you ensure more interesting/fulfilling job descriptions?
 - Can your new structure offer employees opportunities for advancement?
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Managing and assessing the aftermath

- How do you stay on message about the purpose of the change after the change has occurred?
 - How can you use the change to “build” new culture on campus?
 - Can you leverage the change as a springboard or “starting point” rather than having it seen as an outcome?
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Managing and assessing the aftermath

- Can you use your framework as a basis for assessment?
 - What measures will you use to gauge “success?”
 - How will you communicate assessment of outcomes both internally and externally?
 - Can you use your data to make a case for more change?
 - With budget decisions?
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Questions, discussion, and sharing others' experiences

www.sou.edu/enrollment

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