MISSION
Enrollment management is an on-going institutional process that enables and supports the land grant, research, and outreach mission and strategic plans of the institution. Through broad university collaboration and engagement enrollment management provides leadership and support to...

ROLES
As Chief Enrollment Officer, three primary roles:

• Division leadership/supervisor -- EM Division includes the offices of Admissions (Undergraduate), Registrar, and Financial Aid as well as Director of EM Marketing.
• University wide leadership and support – facilitating and coordinating institutional enrollment efforts.
• Executive advisor --- to advise and inform Executive leadership on enrollment issues, initiatives, and activities (generally as a member of President’s Cabinet and Provost’s Council).

FISCAL RESET
Result for Fall 2012 -- non-resident revenue per undergraduate student now above targeted level

• Fall 2010 -- Initiated with implementation of deadline for WUE
• Fall 2011 -- Task Force defined new programs (Discover and Go Idaho) for Fall 2011 with primary implementation including capped waiver levels and reduced number of WUEs
• Fall 2012 -- Additional waiver reductions and the introduced of financial aid leveraging for need-based aid
• Fall 2013 -- Will introduce predictive modeling to the leveraging process for fall 2013

RECRUITMENT and OUTREACH
New freshmen and transfers

• Fall 2011
  • Significantly expanded outreach effort in response to fiscal/financial aid changes
• Fall 2012
  • Raised academic minimums (reduced number of lower-qualifying academics)
  • Expanded in Northern California, added Northern Nevada, reintroduced Oregon
• Fall 2013
  • Expanding pool for regional territories: Washington, Oregon, Northern California, Montana, Alaska
  • Introducing 2nd phase of outreach for ‘late’ (Fall 2012) test-takers
  • Additional recruiters in Seattle (2nd one), Northern California and Southeast Idaho (at CSI)
• Fall 2014
  • Initiating recruitment cycle 6 months earlier (November 2012)
  • Expanding numbers in primary (ID) and other regional territories (see above)
  • Expanding regional territories to include: Southern California, Southern Nevada, Colorado, and Texas

COLLABORATION and ENGAGEMENT

• Recruiting Coordinating Workgroup
• University Workshops
• Vandal Fridays
• Post Vandal Friday follow-up
• Vandal Summer Experience
Fall 2012—SBOE change of reporting date to October 15th - will reset the bar.... At this stage we know:

- Total enrollment will likely be down
- Continuing, New Transfers, and New Graduate/Law are down

BUT

- New freshmen are up

New freshmen

- **Fall 2011** -- Significant increase in applications but reduced completion rate, reduced enrollment yield (based on expanded outreach and fiscal reset) and new freshmen class declined
- **Fall 2012** -- Outreach adjustments resulting in reduced applications but increased completion rate, increased enrollment yield and new freshmen class increased
- **Fall 2013** -- Targets and Plans: Outreach and recruitment adjustments to increase applications along with continued increase in completion rate, continued increase in enrollment yield and continued increase in new freshmen

TARGETING ACADEMIC PROGRAMS

College plans have recently been submitted based on Provost’s Council retreats (Fall 2011, Spring 2012, Fall 2012) as including input from 2020 Group which examined enrollment growth in relation to research goals as well as other discussion. Target categories are still under discussion but may include:

- Signature programs
- Freshmen growth
- Transfer growth
- Graduate growth
- On-line growth