

The Enrollment Management Division at the University of Washington – An Introduction

A New Division

Over the past two decades, many Research I public universities¹, following a long-established trend among private institutions, integrated their enrollment-related units (admissions, financial aid, registrar, et al.) into enrollment management² divisions, often within the Provost's organizational area. After assessing the potential benefits of such a structure, the University of Washington organized an Enrollment Management Division (EM) in September 2013. EM at the University of Washington includes University Admissions, Student Financial Aid, University Registrar, Enrollment Information Services, and International Student Services.³

Getting Started -- Assessments and Consultations

The University had no history of strategic enrollment management in principle, organization, or practice. Therefore, EM began its work by taking three immediate actions:

1. Initiated a Peer Review Process
2. Initiated a Strategic Planning Process
3. Created a University *Enrollment Management Advisory Council* (EMAC)

The Peer Review Process

The UW Associate Vice Provost for Enrollment invited one of the nation's foremost enrollment managers, Dr. Douglas Christiansen, Vice Provost for Enrollment at Vanderbilt University, to conduct a 360-degree evaluation of the UW from an enrollment management perspective. Dr. Christiansen brought Vanderbilt's EM directors (Admissions, Financial Aid, Registrar, IT Systems, and Institutional Research) to assist with the review, which included in depth interviews with directors and staff from throughout the EM Division as well as with key academic and administrative leaders across the University. The review process, preceded by extensive surveying, occurred on campus from July 27-30, 2014. The review led to a 60-page findings and recommendations report submitted on September 1, 2014, that EM used in subsequent years to support strategic planning and resource prioritization.

¹ E.g., Arizona, Colorado, Florida, Illinois, Iowa, Kansas, Maryland, Michigan, Michigan State, Missouri, North Carolina, Ohio State, Oregon, Penn State, Purdue, Rutgers, Texas A&M, UC Berkeley, UCLA, Wisconsin, et al.

² Enrollment management is both an organizational concept as well as a systematic set of activities designed to enable educational institutions to exert more influence over their student enrollments and total net tuition revenue. Organized by strategic planning and supported by institutional research, enrollment management activities focus upon student college choice, transition to college, student attrition and retention, and student outcomes. Enrollment managers study these processes to guide and support institutional enrollment policies, decisions, and strategies.

³ Historically, these units reported in a siloed fashion to the Vice President for Student Life (Admissions, Financial Aid, and University Registrar) or to the Vice Provost for Academic Personnel (International Student Services). Enrollment Information Services is a new unit that has its origins in division-wide strategic planning and pooled resources.

The Strategic Planning Process

Working closely with the Office of Organizational Excellence and involving senior administrators from the Offices of the Provost, Planning and Budgeting, Institutional Research, Human Resources, and UWIT, EM began a multi-year, strategic planning process. The first two years of strategic planning focused primarily upon organizational and fiscal prioritization and efficiency. This first phase of strategic planning led to a reorganization of the division and each of its units in January 2017. The second phase, now in progress, focuses upon staff development and recognition, data and reporting, and technology.

The Enrollment Management Council (EMAC)

Charged by the President and Provost in October 2013, to discuss, analyze, and help inform EM priorities and directions, EMAC gathers much of the University's senior academic and administrative leadership.⁴ EMAC has covered a variety of undergraduate enrollment-related questions and issues such as:

- Who can afford to enroll at the UW and who can the UW afford to enroll? Here the Council has looked at family income and wealth dynamics, tuition and cost of attendance, the definitions of "need" and "merit", the leveraging of aid, and sustainability.
- Who has access to UW and to whom does the UW have access? Here the Council has explored relevant demographics, geographic affinities, academic preparation and profile, and programmatic access for students.
- How does the UW leverage the abilities and capacities of both students and the institution to achieve desired outcomes and success? Here the Council has tried to assess and understand more about student engagement and experience, retention and graduation, and programs and performance.

EMAC's conversations, explorations, and recommendations have encompassed recruitment and outreach, marketing and communications, admission priorities and policies, financial aid and scholarship practices and policies, and enrollment capacity challenges and possible solutions.

Advancements and Achievements

Creating a new division within the University, and beginning to mesh its purpose, identity, and nascent culture with the broader life of the University, was an achievement in itself. However, functionally and practically speaking, the advancements and achievements of the new division over the past few years are many and impactful. Examples include:

- *The modernization of admissions and financial aid systems and processes:* Admissions has moved to online, paperless application processing, assessment, and decision-making. Additionally, EM is moving the University away from a stand-alone application to a national application platform – the Coalition Application for Access, Affordability, and Success. The Office of Financial Aid is also in the midst of modernization. It has implemented scanning and

⁴ Chaired by the Associate Vice Provost for Enrollment, EMAC comprises the following members: the Dean of the College of Arts and Sciences, the Dean of the College of Engineering, the Vice Provost for Academic and Student Affairs, the Chair of the Faculty Council on Academic Standards, the Faculty Legislative Representative, the Vice Provost and Dean of Undergraduate Academic Affairs, the Vice President for Student Life, the Vice President and Vice Provost for Minority Affairs and Diversity, the Vice Provost for Global Affairs, the Chief Marketing and Communications Officer, the ASUW President, the Director of Institutional Analysis (Planning and Budgeting), the Associate Vice President for Advancement Services, and the Assistant Vice Provost for Enrollment and Executive Director of Financial Aid. Ex officio guests include the Director of Admissions, the University Registrar, and the Associate Vice President for College Access.

document management technologies as well as other paperless processes. These modernization projects – achieved through deep collaboration with UWIT – have led to impressive efficiencies as well as accelerated responsiveness to students and their families. The modernization efforts are ongoing in both Admissions and Financial Aid.

- *The initiation, facilitation, and implementation of new University admission and enrollment policies:* Through work in EMAC and strong collaboration with the College of Engineering and Faculty Senate leadership, EM initiated in concept, helped create, and is now implementing a ‘Direct-to-College’ admission and enrollment policy. This watershed policy will allow the University to better align engineering-focused student enrollment with actual enrollment capacity in the College of Engineering. It will also improve overall student experience and outcomes. Informed and inspired by this new policy for the College of Engineering, the Allen School for Computer Science and the College of Arts & Sciences are now pursuing direct admission policies of their own. As part of the President’s Transfer Student Initiative, EM also helped craft renovated policies and processes for the accelerated admission and enrollment of Washington Community College Transfer students.
- *The creation of enrollment tools and policies that ease student transition to the University, assist with academic planning, and help foster inclusion in the broader community:* EM has led the creation and implementation of University-wide (all campuses, all programs), electronic enrollment confirmation via credit card. It has also been a strong partner in integrating ‘My Plan’ in the student registration, course selection, and degree planning processes. EM also pressed for, created, and implemented a ‘Preferred Name’ policy for students. Additionally, Enrollment Information Services and the Registrar have moved the application for graduation and associated workflow from a paper-based to a web-based process.
- *The freshman classes over the last three years are the largest, academically strongest, and most diverse in University history.* While meeting FTE goals and maintaining student academic profile, EM has continually enrolled classes of increased ethnic and socio-economic diversity.

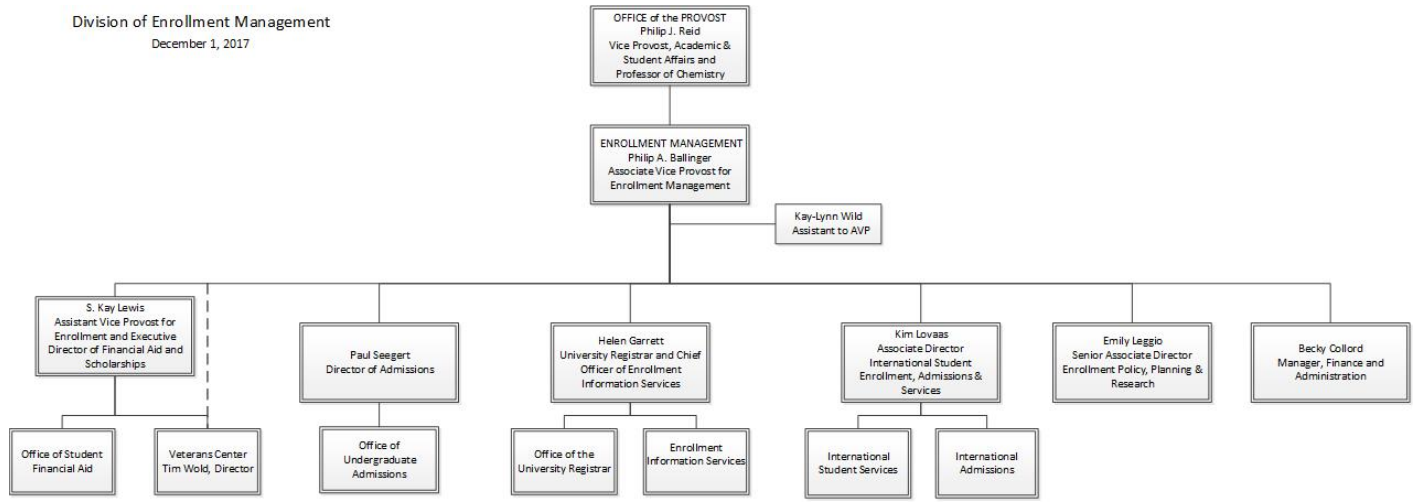
Looking Forward

The University’s current enrollment goals and admission policies are generic in nature. They do not take into account applying students’ stated areas of academic interest or the actual enrollment capacities and needs of academic units (whether college, school, division, department, or program). Consequently, the University faces a growing challenge of enrollment misalignment – STEM-related areas restrict access more and more while many of the traditional humanities grow increasingly under-enrolled.⁵ Therefore, with the support of Faculty Senate leadership, the Provost, the Office of Planning and Budgeting, and EMAC, EM will guide an effort over the coming year or more to describe and determine undergraduate enrollment capacity at the UW Seattle. Additionally, EM will work with faculty leadership to create and enact admission and enrollment policies that will allow for better alignment between student enrollment and academic unit capacities. Finally, based upon this capacity and policy work, EM will attempt to create and implement a multi-year undergraduate enrollment plan for the University.

⁵ Computer Science admits less than half of all currently enrolled students seeking entrance into the department (including directly admitted students) while many humanities departments have experienced enrollment decreases approaching 50% over the past five years (e.g., Sociology is down 48%). The negative student experience and departmental fiscal effects of these enrollment misalignments are substantial.

Appendix 1

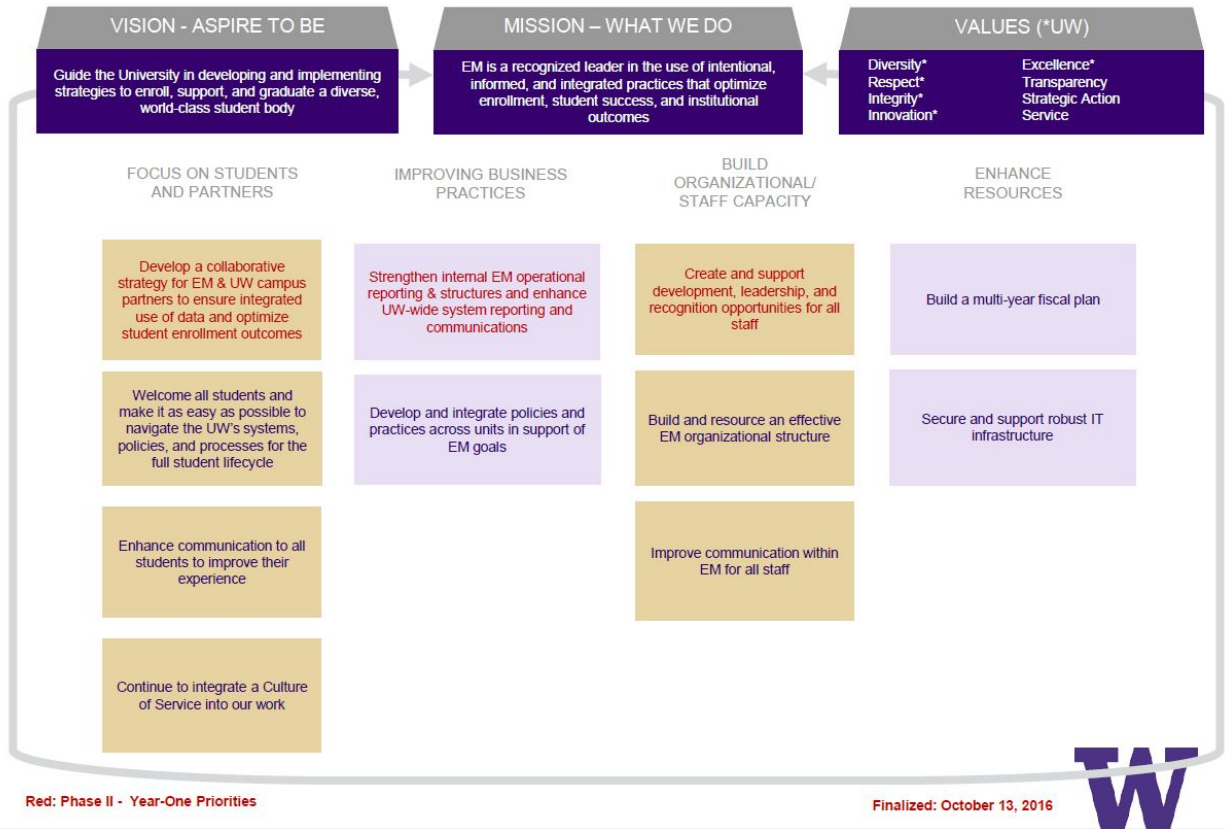
Division of Enrollment Management
December 1, 2017



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Appendix 2

ENROLLMENT MANAGEMENT STRATEGY-MAP (2016-2019) (Final)



Philip A. Ballinger, Ph.D.

Philip Ballinger is Associate Vice Provost for Enrollment Management at the University of Washington, Seattle. Born in France, raised in Alaska, and educated in Washington, Kentucky, and Belgium, he holds a doctoral degree in religious studies from Louvain (Belgium).

Philip has 30 years of university admissions and enrollment experience. He began as an Assistant Dean of Admission and lecturer at Gonzaga University in 1988, advanced to Associate Dean in 1990, and to Dean in 1992. He came to the University of Washington from Gonzaga in 2003 as Director of Admissions, advanced to Assistant Vice President for Enrollment Services and Director of Admissions in 2009, and moved to his current position in the fall of 2013. He is also an affiliate faculty member of the Comparative Religion department at the UW.

Philip is both broadly published and a frequent presenter on admissions and enrollment-related topics. He served as Chair of the NACAC Commission on International Student Recruitment, Chair of the College Board Guidance and Admission Assembly Council, and Chair of the Advanced Placement Higher Education Advisory Board. He recently concluded a four-year term as a College Board Trustee and he currently serves as a member of the Cambridge University International Examinations Higher Education Advisory Council for the U.S. Philip has served on numerous national councils and commissions dealing with the use of standardized tests, college access for under-served student populations, and future models for college admissions.

Helen B. Garrett, Ed.D.

Helen B. Garrett, Ed.D., University Registrar and Chief Officer of Enrollment Information Services

Helen joined the University of Washington in February 2016 as the inaugural University Registrar and Chief Officer of Enrollment Information Services. Helen brought to the UW an extensive background in Admissions, Registration, Student Affairs, and Enrollment Management Systems from Lane Community College (OR), University of Oregon, Whittier College, University of Southern California, and Michigan State University. Helen has served as president of the Pacific Association of Collegiate Registrar and Admissions Officers, currently serves on the AACRAO Federal Compliance Committee, and has held additional leadership positions in state, regional, and national professional organizations. Helen is a national trainer on FERPA and presents at conferences on issues related to professional development.

Helen holds a bachelor of arts in Business Administration and Master of Arts in College and University Administration from Michigan State University, and a doctorate in Education from Oregon State University's Community College Leadership Program.

S. Kay Lewis

Kay Lewis is the Assistant Vice Provost for Enrollment and Executive Director of Financial Aid and Scholarships for the three campuses of the University of Washington. Although she started her professional career as a financial aid counselor at the UW in the early 1980s, she left the UW to work at Western Washington University and Whitworth College, before returning to the UW over 25 years ago to lead the Office of Student Financial Aid.

With over 35 years administering financial aid programs, she has developed a deep understanding of the issues that students face in paying for college. Kay is involved in the national conversations regarding the improvement and reform of financial aid programs and processes. She is the past Chair of the Higher Education Loan Coalition and has served on this board since 2009. She formerly led the Coalition of State Student Aid Administrators (COSUAA) and is currently the treasurer for this organization. Kay is a former board member of the National Association of Student Financial Aid Administrators (NASFAA) and has been active in the state and regional associations in numerous capacities.

Kay attended Centralia Community College and Western Washington University for her degrees in history and her Master in Education in the area of Student Personnel Administration.

Kim Lovaas

Kim Lovaas is Associate Director for International Student Admission, Enrollment, and Services at the University of Washington. Born and raised in Bellingham, WA, she holds a Bachelor of Arts degree in East Asian Studies from Western Washington University, including a year abroad at Obirin University in Japan, and a Master of Arts degree in Intercultural Relations from Lesley University in Cambridge, MA.

With over 20 years of experience in international education, Kim began her career in Tokyo, Japan as the Coordinator of the Foreign Teaching Staff for Obunsha language schools and publishing company. After moving to Boston, MA to pursue a Master's degree, Kim became the International Admissions Counselor for Emmanuel College where she oversaw international recruitment, application review, foreign credential evaluations, and the issuing of immigration documents. In January 2000, she started at the UW as the International Admissions Coordinator in Undergraduate Admissions before advancing to Assistant Director of International Admissions in 2005. Kim became the Associate Director of International Admissions and Student Services in 2009 when she began overseeing International Student Services and the ISS staff. In 2013 with the formation of the Enrollment Management Division, Kim became the Associate Director for International Student Admission, Enrollment, and Services.

Kim is a member of NAFSA: Association of International Educators, AACRAO, NACAC, International ACAC, NAFSA Region 1, and AWISA. She has served as the NAFSA Region 1 ADSEC representative and has presented at various national and regional conferences on international admissions at both public and private institutions, foreign credential evaluations, education systems around the world, international transfer admissions, and international holistic review at a large, public university.

Paul Seegert

Paul Seegert is Director of Admissions at the University of Washington in Seattle. Paul grew up in rural Wisconsin and holds a Bachelor of Arts degree in Philosophy from the University of Wisconsin-Stevens Point and a Master of Arts degree in Philosophy from the University of Wisconsin-Madison. After graduate school, Paul served as a Rural Community Development Peace Corp volunteer in Papua New Guinea.

After fulfilling his service in the Peace Corp, Paul moved to Seattle in 1998 where he joined the University of Washington Office of Admissions as an Admissions Counselor. He advanced to Assistant Director for Counseling and Outreach in 2001 and to Associate Director of Admissions for Operations in 2006. Paul has served as Director of Admissions since 2013.

In addition to his extensive management experience of recruitment, application, and review policies and processes, Paul frequently presents on these topics at AACRAO, PACRAO, NACAC, PNACAC, and other conferences. He served for six years on the Executive Board of the Washington Council for High School-College Relations, including two years as president. Paul was elected to serve on the PACRAO Nominations and Elections Committee from 2012 to 2013. Currently Paul is the Chair of the Council of Presidents Interinstitutional Committee of Registrars and Admissions Officers.