

Overview of the Status of Enrollment Management/ Enrollment Services

In December 2007, Dr. Whitlock joined Academic Affairs and Student Affairs and charged these areas to think creatively about student success as a goal.

In December 2008, when Dr. Jim Conneely and Dr. Rodney Piercey met with all of the Enrollment Management staff, they announced an Enrollment Management Survey, which would be administered by the office of Institutional Research and would give full-time EM staff the opportunity to provide opinions regarding their department/unit and its function within EM and ECU. Dr. Piercey and Dr. Conneely also promised the EM staff that, while individual roles might change, every staff member would continue to be needed.

Dr. Claire Good and Dr. Janna Vice were responsible for interviewing each Enrollment Management director. From those meetings, Dr. Vice and Dr. Good prepared and submitted an Executive Summary to Dr. Piercey and Dr. Conneely. The report indicated two major outcomes: First, it was evident from interviews that Enrollment Management staff are highly competent in their jobs and are dedicated to Eastern's students. Second, to capitalize on the expertise of Enrollment Management staff and achieve Eastern's goal of maximizing student success, Academic Affairs and Student Affairs needed coordination of the services that Enrollment Management provides.

In the last decade, Eastern has experienced unusual turnover among upper-level administrators, including leadership of the Enrollment Management function. Assessment of the area of Enrollment Management confirmed the widespread effect of this turnover on morale within the unit. Stable leadership is urgent. Due to three failed searches to fill the position, the University decided to use a consultant to conduct a national search.

The University sent a Request for Proposals (RFP) and got responses from seven firms. Eastern Kentucky University interviewed two firms with extensive experience in Enrollment Management searches. After both interviews, William Spelman Executive Search was selected to conduct the search.

The Executive Summary and additional data were provided to William Spelman Executive Search. The firm came to campus to conduct interviews and assess the current state of Enrollment Management. After interviewing leadership in Enrollment Management and additional key personnel on campus, William Spelman Executive Search recommended that ECU distinguish between a) processes of marketing, recruiting, admitting, and transferring students into the University and b) University academic support services. The firm recommended that a modified role be established for Enrollment Services that focuses on attracting, recruiting, admitting, and serving the many diverse populations of ECU students.

In response to the recommendations made by William Spelman Executive Search, and to the needs and goals of the University, Academic Affairs and Student Affairs have looked at ways to restructure Enrollment Management to maximize its effectiveness. A Student Success Advisory Council has been formed to insure that Academic Affairs and Student Affairs (and Enrollment Services) work in concert to promote student success. The attached reorganization of Academic Affairs in relation to Enrollment Services reflects the new structure of all the areas formerly referred to as Enrollment Management. These initial changes are effective immediately but will continue to be refined.

A screening committee has been identified to work with William Spelman Executive Search to screen candidates for the leadership role in Enrollment Services. An announcement for the position has been constructed and distributed. ECU hopes to have someone in place by July 1, 2009.