



Office of the Vice President for Student Success and Enrollment Management Annual Report 2022–2023



Division of Student Success

Dr. Renay M. Scott, Vice President, Student Success & Enrollment Management

As I complete my fifth year as the Vice President for Student Success and Enrollment Management and my ninth year at NMSU, I look back to see where the Division of Student Success has progressed since my arrival in the fall of 2018. We weathered a pandemic, stopped a long-term enrollment decline, and re-organized into departments aligned by common functions. This departmental re-alignment facilitates collaboration and resource sharing among offices with similar missions to better support students and enrollment management goals at NMSU.

Moving offices into departments also benefits employees. This structure creates career ladders that support succession planning. It allows staff to work with people in related areas and deepen their skills. And it provides opportunities to leverage resources and create a greater collective impact. Streamlining the vice president's role created time to focus on the administrative and strategic infrastructure, procedures, and project management to advance the work of the division and the University strategic plan.

Throughout all of our work, our focus remains on continuous improvement and ensuring that we have clear communication throughout the division and with our stakeholders. To promote improvement, we will continue to assess student learning and integrate the CAS self-study and evaluation process into our practices. We will re-start professional development and support professional development at all-staff meetings and events like Data Tools workshops. These efforts invest in and support employees as we build expertise, leadership, and commitment. They also help us identify our strengths and weaknesses, increasing our ability to support persistence, retention, and completion goals at NMSU.

What follows is a summary of the work led by the Office of the Vice President for Student Success and Enrollment Management and a look ahead at the priorities and goals for the 2023–2024 academic year.

A handwritten signature in black ink, appearing to read "Renay M. Scott". The signature is stylized with a large initial "R" and "S".

Renay M. Scott, Ph.D.
Vice President, Student Success and Enrollment Management

The Office of the Vice President of Student Success and Enrollment Management

The role of the Vice President's office is to support the departments, offices, and employees doing the important work of student success and enrollment management at NMSU. The office is staffed by an administrative assistant shared with the Department of Student Life, a special assistant to the Vice President and the Vice President. Priorities for the office are determined based upon the needs of the division and are constrained by a realistic assessment about the time capacity for the special assistant and vice president.

In the fall of 2019, NMSU engaged the Institute of Organizational Excellence at the University of Texas, Austin, to conduct a climate survey. The results, disaggregated by division, included a summary of the top three areas of strengths (scores of 350 and above, Figure 1) and the top three areas of concern (scores below 300; Figure 2)

Figure 1: Areas of Strength

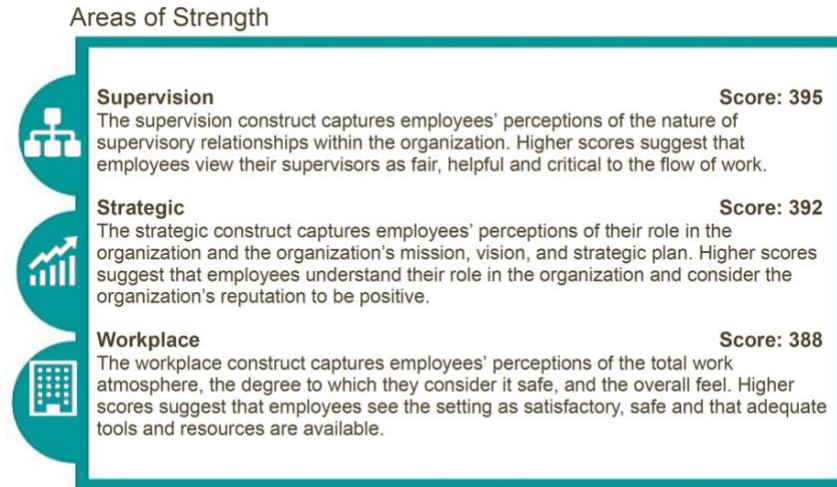
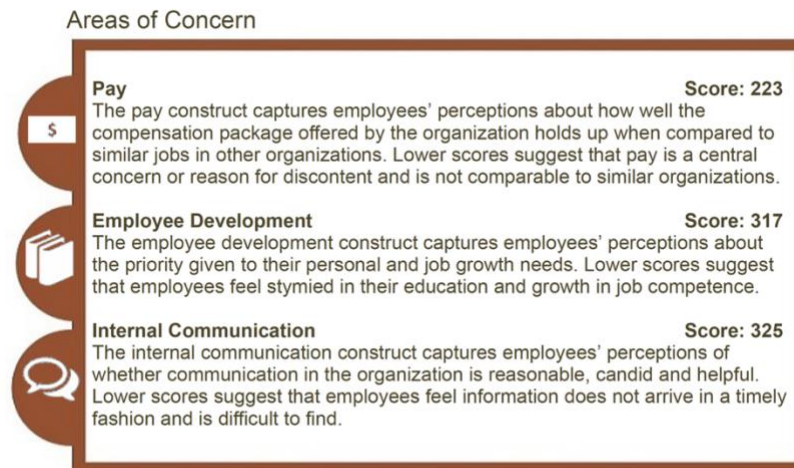


Figure 2: Areas of Concern



These results informed the priority needs within the Division. Because the Office of Student Success and Enrollment Management has very limited ability to improve pay, the focus moved to employee development and internal communication as ways to improve the climate.

In March of 2020, just after the results of the survey were shared with the leadership of the Division, NMSU entered coronavirus lockdowns that lasted over three semesters. With staged returns to the campus in the fall of 2021 and spring of 2022, the staff within the Office of Student Success and Enrollment Management began to implement strategies to try to improve the areas of concern identified in the fall of 2019.

As discussions occurred about the role of the office within the division, it was decided that developing a mission, vision, and goals would help create awareness and understanding of the functions of the office and how those related to departments and offices within the division. The work of the office is guided by the following mission, vision and goals.

Mission: Fostering and supporting professionals through effective structures to become leaders in student success, enrollment management, and continuous improvement.

Vision: Become recognized as a leader in student success and enrollment management for innovation, service, and outcomes, as demonstrated by national awards, presentations, publications, grants, and other positive media coverage.

Goals

1. Provide leadership to **improve communication** within the division and to all stakeholders.
2. Provide leadership and support **for the enrollment management** process within the university.
3. Provide leadership for the **strategic planning process** for the Division of Student Success.
4. Cultivate a **continuous improvement culture** within the Division of Student Success.
5. Coordinate the student success efforts throughout the university.
6. Cultivate a focus on providing **timely and quality service** to stakeholders.

Re-Building an Administrative Infrastructure for the Office Post-Lockdown

The 2022–2023 academic year represented a near-complete return to campus, with the expectation of providing the majority of division services in person. For the Office of Student Success and Enrollment Management, the return restarted the focus on building the infrastructure, procedures, and processes necessary to support improved communication, continuation of a newly created enrollment management committee, and fostering a division culture that embraces and values continuous improvement through assessment, evaluation, self-study, and reflection while prioritizing helping students achieve their educational goals. The following represents some of the accomplishments of the office during the 2022–2023 academic year (see also “Priorities from 2022-2023: A Look Back”).

- Establishing an annual report process for offices, committees, and projects
- Re-starting regular Division All-Staff Meetings (one in fall; one in spring/early summer)
- Creating a Division Staff Handbook
- Establishing and supporting division committees:
 - Traditional Undergraduate Enrollment Management Committee
 - DSS Assessment Committee
 - Professional Development Committee
- Creating the “Pillars Award” to recognize outstanding employees who fulfill the mission of the Division
- Responding to a request by the New Mexico Higher Education Department for an enrollment management plan for the Las Cruces campus

Priorities from 2022-2023: A Look Back

The office led a number of initiatives in support of the office goals. The initiatives are highlighted below and appear under the DSS goal the initiative was identified to support.

Goal 1: Enhancing Communication to the Division

Web Site Refresh

During the early summer 2022, the division moved all web sites to the Cascade platform or to Inside NMSU (inside.nmsu.edu) for content that is important for employees but less relevant to our web audience. The site was enhanced through a more personalized welcome. The Navigation bar was utilized to build out areas for external stakeholders to access to support their work and need for information.

All-staff Meetings

In 2022 spring, the office organized the first in-person all staff meeting since the coronavirus lockdowns on April 22, 2022. The presentation for the meeting can be found at: https://studentaffairs.nmsu.edu/DSS_All_Staff_Meeting_April_2022.pdf

In 2022 fall, the [in-person meeting on September 23, 2022](#) included an online option for people who are not working on campus. The fall meeting launches the new academic year, providing an opportunity to share updates about the division and the university.

The [2023 spring meeting was held April 26, 2023](#). We recognized new employees, celebrated employees with anniversaries for years of service, and announced a Pillars of Excellence recognition program. The spring meeting provided an opportunity for Provost Alan Shoho, to meet employees and provide insights into how he views student success at NMSU.

Breaking News

The Office of the Vice President for Student Success and Enrollment management and staff began “Breaking News,” an email to the division to highlight good news, points of pride, and other information in a brief, digestible format. The emails allow for information snippets to be

shared with the employees within the division. At the fall 2022 all-staff meeting: 56% of employees recalled receiving a Breaking News alert (three had been sent in the weeks before the meeting). When asked if we should “keep sending “Breaking News” about the work of your colleagues,” 87% responded yes.

As a result, we continue to send [Breaking News](#), although well below the aspirational goal of one breaking news email per week. The Office intends to continue using the Breaking News format throughout 2023–2024.

Leadership Insights

The executive leadership team at NMSU replaced the once-a-week emails from the chancellor by rotating the weekly email updates throughout the executive leadership team for the university. As a result, the Vice President for Student Success and Enrollment Management contributed regularly to [Leadership Insights](#) with strategic insights into student success.

Staff Handbook

The office developed a [staff handbook](#) to provide a high-level overview of the Division of Student Success. The handbook is a reference point for employees about the division, expectations, and more.

Goal 2: Building a Continuous Improvement Culture Within the Division

Continuous improvement is a culture where employees are encouraged to incrementally or significantly improve services, products, or experiences. This concept traces its roots back to Edward Deming, the father of quality improvement. Quality improvement programs include four key components: the problem, goal, aim, and measures. These components should be contextualized within the mission of the function of what is being considered for improvement. In higher education, quality improvement often includes assessment, evaluation, and self-study processes. Within the Division of Student Success, these processes support the mission of NMSU by providing the high quality of programming, services, and experiences to support student completion. Continuous improvement efforts include:

- [Co-Curricular Assessment Committee](#)
- [Data Tools 2023](#)
- CAS Self-study infrastructure, for fall 2023 roll out
- [End of Year Reports](#) – encouraging accountability and reflection

Goal 3: Building a Degree Completion Focus Within DSS

Student Success within the Division is defined as completion of a student’s program of study (degree, certificate, or another credential). On the path to completing the degree, students need to complete courses and requirements set by the university.

Why is completion a focus? Students come to NMSU primarily to attain a post-secondary credential. Getting every student to complete a credential without compromising quality and rigor should be a focus of our daily work. This requires intentionality, planning, execution, and precision. Helping students to complete their post-secondary educational goal requires both partners – the students and NMSU employees – to fulfil their responsibilities. We need to ensure that students understand what is expected and required of them to be successful and we must know what is required and expected of us to hold up our end of the work.

Emphasis on Mission: Empower – Engage – Guide

Employees are an important asset in the division and essential to the work of empowering, engaging and guiding students. Finding ways to welcome, appreciate, and recognize employees is an important step toward fulfilling the mission.



While each department and office have their traditions for welcoming employees, the division incorporated a welcome for new employees in the spring 2023 all staff meeting. The welcome introduced the new employee and created an opportunity to meet other staff, while supporting the interconnected nature of the division. The welcome included a “Welcome” pennant. The event included socializing before and after the meeting. This will become a practice at each all-staff meeting, thus creating a tradition that helps knit employees within the division together.

The Division created a “[Pillars of Excellence](#)” award to recognize employees who successfully fulfill the mission of empowering, engaging, and guiding our students. This was unveiled during the 2023 spring all staff meeting and will be awarded first at the fall 2023 meeting.

Building a “Network of Care” for Student Support

Student success is not owned by any one person or unit at NMSU. Because many people, offices, and departments support students, NMSU invested in the Navigate workflow tool to coordinate student support through integrative technology. The Vice President for Student Success and Enrollment Management sponsors the Navigate tool and Network of Care model ([see annual report](#)). An advisory team regularly meets to review the strategy for the Network of Care and coordinate as other units use the tool. Additionally, the advisory team works with the care units to ensure they are maximizing the power of the technology.

Navigate’s interface for students includes tools connecting students with the people and offices who support them. The tools allow students to make appointments and access resources. The tool also helps them organizing “study buddies” for each class so they can include other students in their support network while at NMSU.

Goal 4: Building an Enrollment Management Infrastructure within the University

Enrollment Management Committees

In 2021 fall, the Vice President for Student Success and Enrollment Management and Provost Parker established enrollment management committees at NMSU. The charge of the Enrollment Management Committee included:

The University Enrollment Management Committee is established to review and coordinate enrollment efforts for the University main campus. The Committee will review enrollment data, strategies, recruitment marketing, enrollment services communication, the environmental scan, scheduling data, and other relevant information. The Committee will provide significant input and recommendations leading to the creation and review of the University Enrollment Management Plan

Two committees were formed, one to focus on traditional enrollment in undergraduate and graduate programs and a second committee to focus on enrollment at NMSU-Global. These committees continue to function and provide valuable insights into enrollment needs at NMSU.

Enrollment Management Plan for NMHED

Per House Bill 2 (HB2), during the Regular Session of the 55th Legislature held in 2022, all New Mexico higher education institutions provided the New Mexico Higher Education Department (NMHED) with their 2022–2023 [Strategic Enrollment Management Plans](#). This plan was developed by the Office of the Vice President in collaboration with the Office of Institutional Analysis and the academic colleges.

Projects Sponsored by the VPSS

Stepping Blocks: Graduate Outcomes

NMSU needs to understand employment outcomes for our graduates upon graduation. To replace the previous First Destination Survey, which suffered from low response rates and was limited to outcomes within the first six-months after graduation, NMSU contracted with SteppingBlocks. In May 2023, Stepping Blocks released their early graduate outcomes dashboards, with updates expected quarterly. Dr. Tony Marin will work with deans on adopting the dashboards in the academic colleges.

Data Tools 2023

NMSU has numerous data tools that can inform faculty and staff efforts to support students in their academic journey. These tools include NMSU Analytics, a robust report and analytics engine tied to Banner and EAB's Navigate, which supports academic analytics and evaluation of interventions. But use of these tools is blocked by barriers such as lack of awareness, access, and lack of understanding how to use the tools.

The Office of the Vice President for Student Success partnered with Information and Communication Technologies and the Doña Ana Community College to create [Data Tools 2023](#), a hands-on workshop for department heads, academic program directors, associate deans, deans, faculty, and staff who work with programs that support enrollment and retention. About 50 faculty and staff members attended from across the NMSU system, and [100% of respondents](#) reported that they will use the tools in the future.

Navigate Evolution: From an advising tool to supporting a network of care

The academic year 2022–2023 is the fourth year of using [Navigate](#) to support undergraduate student persistence, retention, and success at NMSU. The previous three years focused on incorporating care functions (advising, financial aid, tutoring) into Navigate. University Financial Aid and Scholarship Services began using the Navigate platform for communication and to document student interactions in fall 2022.

To ensure the continued expansion of Navigate to support the NMSU LEADS 2025 persistence and retention goals, the following priorities for Navigate were established for academic year 2022–2023:

- Incorporate Campus Tutoring as a care unit into Navigate
- Identify other units who wish to participate in Navigate and develop a timeline
- Update Navigate web site to ensure that it is current
- Develop an operating procedure for the Quick Poll feature in Navigate
- Review the Navigate Intake Survey and develop a plan for the data generated
- Develop an operating procedure for communication within Navigate
- Increase number of student users through a proactive marking campaign

Each of the above priorities were addressed in 2022–2023, as documented in the [Navigate Report](#).

Aggie Launch Pad Initiative Year 3

The Aggie Launch Pad initiative is a technology 1:1 program for first-time, full-time undergraduate students attending NMSU. The initiative launched in the fall of 2021 to support students with their technology needs, vital to their success at NMSU.

The goal is to enhance student success and social mobility through a commitment to learning, degree completion, and career commitment. The initiative supplements the distribution of technology with training and workshops available for students so they can learn how to improve their time management, notetaking skills, set and track health and wellness goals, learn and access valuable digital content.

For more information on the Aggie Launch Pad initiative visit: <https://launchpad.nmsu.edu> or review the [full report](#).

VPSS Service to the University

The Vice President also supports university-wide initiatives through service on committees and projects. The following represent a list of committees the vice president participates in throughout the year.

- ICT Strategic Initiatives Committee
- Chair of LEADS 2025, Goal 1 Committee
- Member, Student Fee Review Board

- Member, Legislative Strikeforce Committee
- Member, Chancellor’s Executive Budget Team
- Member, System Budget Committee
- Member, LEADS 2025, Goal 4 Committee
- Member, Regents’ Student Success Committee

This committee service allows us to promote the student perspective to a broader university audience. Further, understanding the work of the VPSS creates transparency and accountability.

Division Highlights

Daniels Fund awarded NMSU \$32,500 for the 2023–2024 academic year for scholarships for students with a break in their education pathway to college (high school to college OR college stop-out). In addition to scholarships, students complete a financial literacy workshop and at least three academic support workshops. They also are assigned a professional mentor to assist them with any bumps in the roads. With a change in leadership at the Daniels Fund, the future of this program is uncertain.

DSS Sweeps “A” Mountain Staff Awards

At April’s Founder’s Day picnic, the student-centered approach of the Division of Student Success swept the A Mountain Awards! The Team Award went to the Office of Student Involvement and Leadership, led by Dr. Sarah Edwards. The Individual Award went to Dr. Marissa Fowler, the Associate Director of the Center for Academic Advising and Student Support.

NASPA New Mexico Drive-In Conference (May 25–26, 2023)

- Dr. Sarah Edwards was on planning committee

APLU-Council of Student Affairs Conference, Albuquerque, NM June 25–27, 2023

- Dr. Renay M. Scott was on planning committee

Future Focused: Goals and Initiatives for 2023–2024

As I look ahead to the 2023–2024 academic year, I anticipate focusing on the following initiatives to support the departments and offices within the division.

- Branding guide for the division (supporting office goal 1: improved communication)
- Re-starting the CAS Self-study process with the first cohort (supporting office goal 4: continuous improvement culture)
- Establishing an advisory committee for Aggie Welcome Orientation (supporting office goal 5: student success)
- Establishing a planning committee for Crimson Kickoff – broader (supporting office goal 5: student success)