ACHIEVING EFFICIENT AND EFFECTIVE ADMISSIONS SERVICES IN A CHALLENGING CLIMATE

Delyth Chambers

The challenge

- Uncertainty: demand, funding
- Even greater strategic importance of student recruitment and admissions policies and processes
- Efficiency in context
- Effectiveness in context

What is meant by efficient?

- Cost efficient?
- Turnaround times?
- Automation?
- Fewer staff?

What is meant by effective?

- Improves conversion rates
- Recruits and admits the right profile of students
- Maintains or improves quality
- Reduces risk to the institution
- Fair admissions practices

Fundamental questions

- Future shape of our institution?
- What are our student recruitment and admissions goals?
- What do we need to do to achieve them?
- How well do the functions that will deliver these goals work together?
- How do their processes work together?
- What are our policies?
- What are our processes?
- How satisfied are the users of our service?
- What are the current outcomes of our processes?
- What do our current processes cost?

How achieved?

- Map your processes across the full life-cycle
- Identify duplications
- Identify candidates for automation
- Identify the blockages in the process
- Use the mapping to identify the costs
- Identify your baseline metrics in order to have something to monitor against in the future

How achieved?

- Ensure have support at a strategic level
- Ensure that support is understood throughout the organisation
- Be clear about the outcomes any changes will achieve
- Find the supporters and use them to deliver
- Neutralise the negative
- Clarify who does what and where (centralised vs distributed)
- Agree balance between efficient and effective
- Plan the process of change
- Ensure facilitative HR policies
- Monitor progress

In summary:

- Agree what the desired outcomes are
- Understand in detail what your current processes are
- Design revised processes to support desired outcomes
- Plan, plan, plan
- Monitor, monitor, monitor

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