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Dear Members of the Search Committee:

As the Vice President for Enrollment Management at Oklahoma State University (OSU) I am responsible for the leadership, development and implementation of integrated strategies to achieve diverse student enrollment goals for Oklahoma State University and the OSU System. OSU is a comprehensive land-grant institution nationally known for its teaching, research, and outreach programs. System-wide enrollment exceeds 32,000 students, with approximately 23,000 enrolled at the OSU-Stillwater campus. I report directly to the OSU President and CEO of the OSU System for all strategic and system-wide issues. I serve as a member of the President's executive team. For day-to-day operating issues, I report to the Provost and Senior Vice President.

Four vital enrollment operations constitute the Division of Enrollment Management (EM) at OSU. These include: 1) the Office of Undergraduate Admissions; 2) the Office of the University Registrar; 3) the Office of Scholarships and Financial Aid and; 4) New Student Orientation and Enrollment Programs. EM at Oklahoma State has more than 120 hardworking and dedicated employees with an operational budget of approximately \$5 million dollars. Our Scholarship and Financial Aid operation disburses more than \$210 million dollars in student aid annually.

My primary administrative responsibilities include: implementation of the strategic enrollment management plan for the University and the system, development of recruiting strategies and enrollment programs to enhance the student-institution fit and facilitate successful student transition to the University, and enhancement of divisional service to the internal and external public. I am accountable for divisional budgeting, personnel development and oversight, as well as the implementation of a divisional strategic plan.

From 2006-2008, EM has maximized resources to produce optimum performance and return on investment with increased efficiency developing selected stages of the enrollment cycle:

- Prospect (admissions, scholarships and financial aid)
- Applicant (admissions, orientation, scholarships and financial aid)
- Yield (admissions, orientation, scholarships and financial aid)
- Retention (orientation, registrar, scholarships and financial aid)

Throughout my career the bulleted items are the four recurring themes that I have used to develop a business model to leverage the University experience across the institutional communities and to develop recruitment and retention strategies that have been studied by other institutions. Recruitment is a division-wide initiative; as a result, all areas have an expectation of recruitment and retention.

Recruitment initiatives evolved from a six month per year schedule of activities to year round recruitment initiatives. More than 20 OSU Previews (receptions and open houses) were hosted in eight states -- Oklahoma, Texas, Arizona, Arkansas, Kansas, New Mexico, Idaho and Colorado. All division offices partnered for the Gates Millennium Scholarship Workshops, On-the-Spot Admissions Preview events, bus tours to rural areas and all on-campus events. The Telecounseling Center which opened in July 2007 has 10 current OSU students making peer-to-peer calls on behalf of all areas of the University based on priority timelines. More than 50,000 outbound calls were made to prospective and current students. Long standing on-campus events were redesigned based on feedback received from evaluations and focus groups.

EM Directors are charged with leveraging technology and human resources to increase efficiency and effectiveness and to diminish barriers and ease enrollment processes by providing user friendly online environments. They are to adjust enrollment timelines to allow greater flexibility for students and their families and to stimulate early action; applications for prospective students and the enrollment of continuing students. These things have occurred by decoupling campus administrative processes from the students' desire to apply for admission and/or need to enroll. As a result, these processes were implemented: the On-line Campus Tour Reservation System; the Undergraduate Admission Application was streamlined from 14 to 8 pages, from two separate applications (international and domestic) to one. A new online application (XAP) was implemented which resulted in a cost savings of \$6 per student application. A student communication management software (Recruitment Plus) was installed to automate and enhance the print communication series and an e-mail delivery system (Hobsons EMT) was implemented to improve e-communication flows division-wide.

All staff members are expected to rethink existing business practices and analyze processes. These functional decomposition exercises resulted in a decreased admission and scholarship decision timeframe from four to six weeks to a one to two day turnaround. All processing documents in EM have been scanned and imaged in a paperless environment. The Tulsa campus was added to the workflow in October 2007. The historical document imaging project continues; all student records have been scanned back to 1996. Classroom scheduling software (AdAstra) was implemented in Spring 2008 along with an On-line Degree Audit (OnCourse) which allows students, faculty, and advisers to view a student's unofficial Degree Audit online. Improvements were made to the online course listings, advanced placement (AP) scores were loaded electronically for the first time in 2007 eliminating weeks of data entry. The Electronic Loan Management Resources Software (ELM) was implemented in Summer 2007 to transmit loan data to various lenders and have disbursement rosters arrive via the electronic transfer of funds (EFT). The Office of the Registrar streamlined the athletic eligibility certification process to the benefit of the student athlete and OSU teams.

Because of previous EM initiatives to increase admissions standards in a compressed timeline, a new strategy was required to process and review excellent candidates for admission and scholarships and financial aid. The Comprehensive Admissions Review Process was approved by the State Regents to incorporate a holistic approach to assess the cognitive and non-cognitive variables for first-time-in-college freshmen. It was created and established in March 2008 and impacted enrollment for Fall 2008 by an additional 60 students. In 2008-09, there is an expectation that more than 150 new students will be admitted by the Comprehensive Admissions Review Process.

The Office of New Student Orientation and Enrollment Programs was created to better serve incoming students and their families with one-day and two-day programming options. The New Student Orientation process enabled students to proceed with orientation and enrollment earlier than any previous years. The Orientation Leader Training was developed into a one-credit leadership course in Spring 2008; in addition to the establishment of the Sibling/Non-Traditional Orientation Program. In 2007, the Upward Bound Program through the Financial Aid office recognized the growing and vital role that parents have in the admissions process and created a Parent University to assist their children with the transition from high school to university and Individual Plans of Action (IPA's) were designed for each student in the program.

Campus-wide collaboration is expected of all areas within the EM division. Each semester, Recruitment and Enrollment Summits were held with college representatives, the Alumni Association, Foundation, Athletics, Student Affairs, Institutional Diversity, Campus Life, Partner Campus representatives and Residential Life to explore the many opportunities to collaborate with resources, marketing efforts and event planning. Each office had customer service teams specially trained to create a "yes" experience whenever possible for students and their families.

The EM Division piloted a new collaborative, conversational human resources assessment tool for staff evaluations and development. It served to improve relationships with supervisors and employees and to clarify expectations and assigned duties.

As a change agent, I have a collaborative leadership style and believe in flat organizations. My goal at OSU is to move away from silo-based, staff-centric organizations to a team of Enrollment Management professionals with students at the core of the business model.

The following attributes qualify me to be an excellent candidate for the Vice Provost for Enrollment Management position at Bowling Green State University:

- *More than 22 years of progressively responsible experience in enrollment management*
- *Extensive knowledge of enrollment management theories and practices*
- *Wide-ranging personnel and budget experience at large public institutions*
- *Understanding of marketing theory and practice, especially as it relates to institutions of higher education*
- *Demonstrated success in marketing and branding, in student recruitment and retention*
- *Proven leadership in developing and administering academic support programs*
- *Creative, strategic thinker with strong interpersonal and communication skills*

I believe I have what it takes to make a meaningful contribution to your institution. It is my sincere hope that an opportunity will present itself in the near future for us to explore my qualifications further to determine if they fit with the expectations and traits you seek for the position. I thank you in advance for your kind consideration and look forward to your reply.

Respectfully submitted,

A handwritten signature in blue ink that reads "Alberto N. Colom". The signature is written in a cursive style with a large initial 'A'.

Albert N. Colom