



Student Services at American University of Beirut

**By Dr. Hala Muhtasib
Chair of Enrollment Management Unit**

Outline

AUB Facts and Figures

Enrollment Management Unit (EMU)

Enrollment Management Coordinator Model

EMU Team Structure and Qualifications

EMU Communication and Strategic Plan

EMU Data Driven approach

Example of Project Achievements

Example of Coming Initiatives

Recommendations

Questions

The University

UG Students: 6750 (26% international Students)

GR Students: 1155 Master's, 364 MD, 90 PhD (21% International)

Faculty: 965 (766 Full-time, 530 Professorial, 26% international)

Alumni: 53,000

Student to Faculty Ratio: 12:1

Programs: 44 UG, 64 Master's, 1 MD, 9 PhD

Financial Aid: \$23.2 Million of which 16.7 million from University Funds (around 45% receive financial aid)

AUBMC

Meets the health care needs of over 300,000 patients annually

It is the **teaching hospital** for the Faculty of Medicine

The only medical institution in the Middle East **accredited by** the Joint Commission International (JCI), **Magnet**[®], and the College of American Pathologists (CAP)

Faculty teaching clinical medicine: 300

Research

External Research funding: 20 Million USD

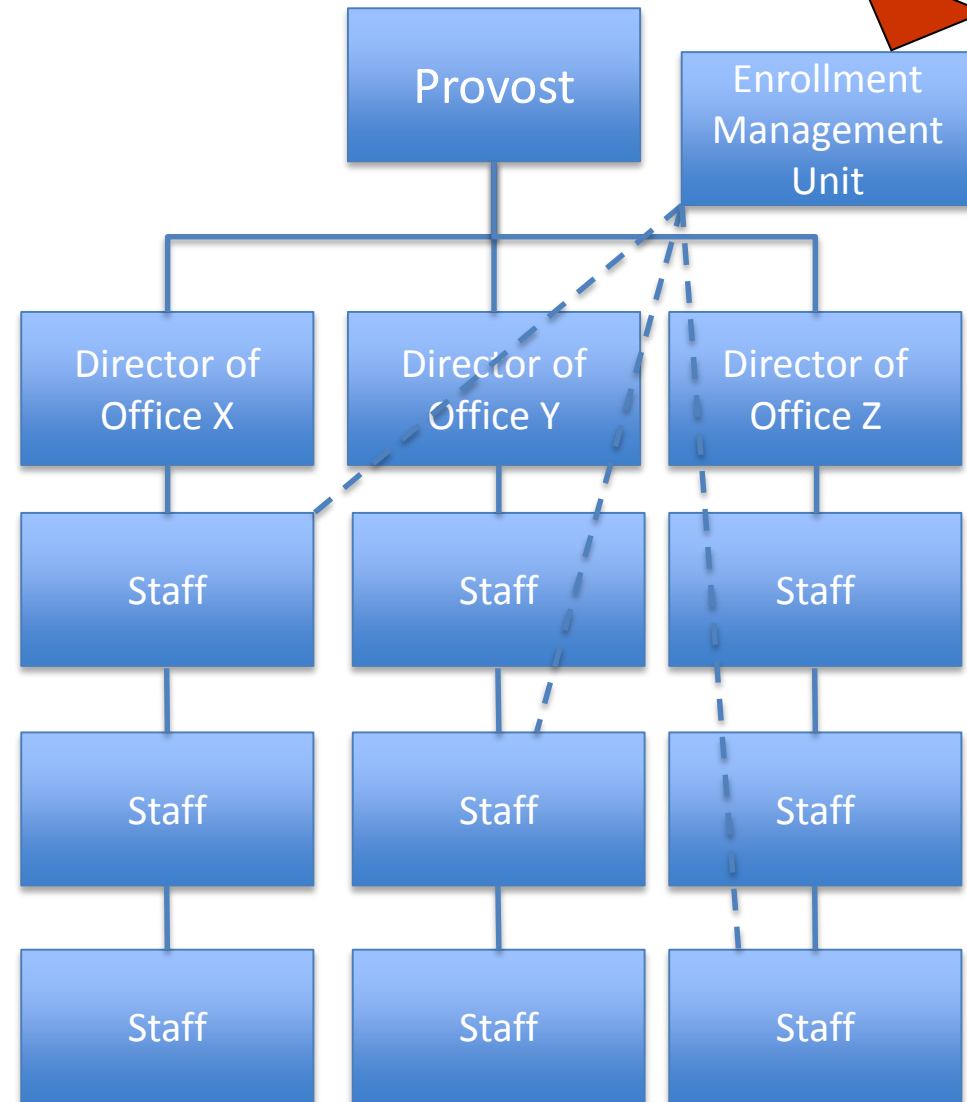
Internal Research Funding: 2.1 Million USD

University Research Centers and Institutes: 20

- EMU Mission: To serve as a change agent and reference point for AUB offices in identifying initiatives to improve student services.
- It is not simply an administrative process. It involves the entire campus:
 - exerting strong influence on academic and career counseling, in addition to academic assistance and retention programs, institutional research and student affairs (e.g., activities, career planning, counseling, orientation, advising).



- Report directly to the Provost.
- Shift from traditional Student Services model to Enrollment Management Coordinator model.
- Connect and break silos among various departments at AUB (Admission, Financial Aid, Registrar, OIP, Student Affairs and OIT).



- Consist of caring people with coordination skills.
- Provide critical leadership.
- Possess technical and business analysis competences supported at the executive level.
- Wear multiple hats.
- Act as internal consultants (or “interdepartmental” liaisons).
- Have a transversal or change agent role.
- Work in a cross-functional team context.
- Operate with consistent, fundamental data-driven practices and execute them.



Student services is everybody's job but if it is not coordinated, it becomes nobody's job:

**Cross-departmental
committees**

- Establishing different steering committees and act as facilitator and chair on the committee.
- Building a brand image while promoting student centered services.



Innovative new ideas very often succeed not because they are noble but because they can serve a useful purpose both for the larger system as well as for its components.

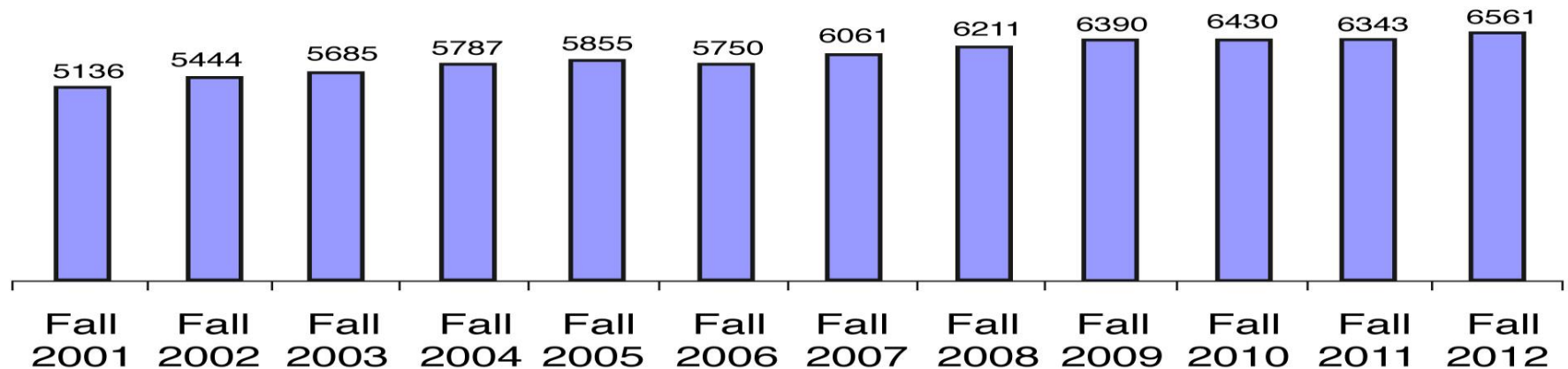
**Micro to macro
approach**

- Establishing a clear goal in initiating projects towards better student services.
- Prioritizing projects.
- Defining clear and concise action plans.
- Providing deliverable reports and assess KPIs.



- Collaboration with OIRA to conduct surveys and measure student satisfaction rate.
- Creation of a data-rich environment to inform decisions & evaluate strategies:
 - This can lead to the ability to build predictive or statistical models to better support decision making.
- Using SIS (Student Information System) to make projections on early indicators (e.g. Enrollment rate, Yield rate, etc.).

UNDERGRADUATE ENROLLMENT



- **Involving faculty** members in critical admission yield events.
- Pushing faculty members to participate actively in advising.
- **Consolidating career services** and on-line petition systems.
- Streamlining business processes in Administrative Units.
- **Empowering students** through student self-services.
- **Revitalizing functions** in SIS by increasing its flexibility.
- **Assessing course scheduling** or timetabling process.
- Developing video tutorials for new students enrollment.
- Creating of a **communication plan** for New admitted students.
- Promoting institutional success by enabling effective strategic & financial planning.
- Establishing clear goals for the number & types of students needed to fulfill the institutional mission.



- Embracing student success process through active involvement, social integration and personal reflection.
- Promoting the success and persistence of first year student.
- Promoting student academic success by improving retention and graduation rate.
- Consolidating Dashboard Reports considered as valuable management information tools
- Improve personalized marketing to increase collaboration and communication with the student.
- Conduct future market outlook and competitor analysis.



- Avoid quick fix solutions and one-time allocation of funds.
- **Show people that you care** and surround yourself with character and knowledgeable people.
- Do not only rely on hard numbers, but on the value given those numbers, the context, and the meaning.
- **Don't underestimate the challenges and risks** of change that involve conflicts and compromises.
- Be ready to **accept risks** in areas where you see the need for a change.
- Develop a problem solving and a **service culture**.
- Focus on **academic excellence** and student learning and learning outcomes (e.g. blended courses, Team Based Learning (TBL), etc..).
- Conduct focus group sessions with students.





Do You Have Any Questions?

**We would be happy to help and
please consult our EMU web site.**

<http://www.aub.edu.lb/units/enrollment-management/Pages/index.aspx>