



Skyline
COLLEGE
ACHIEVE

Enrollment Management Plan

2007/08

V E R S I O N 1.0

Enrollment Management Plan

This Enrollment Management Plan grew out of a recommendation from the college's 2006 Education Master Plan which proposed the need for coordination and integration in program and services planning. Although the college has generally managed enrollment through various models and mechanisms, the Enrollment Management Plan provides a way in which to link or coordinate many of the enrollment management efforts as well as provide for opportunities to develop additional enrollment management activities where needed. Enrollment management can best be defined as:

...an organizational concept and a systematic set of activities designed to enable educational institutions to exert more influence over their student enrollments. Organized by strategic planning and supported by institutional research, enrollment management activities concern student college choice, transition to college, student attrition and retention and student outcomes. (Hossler and Bean, 1990)

In the spring of 2007, the Skyline College Institutional Planning Committee (IPC) conducted a comprehensive self-assessment using the Noel Levitz *Building and Developing and Effective Enrollment Management Plan for Two-Year Colleges*, 2002. The results of the assessment provided the basis for the Enrollment Management Plan 2007/08.

Enrollment Management Goals 2007/08

Marketing and Growth

The college implements an integrated marketing plan with strategies for expanding programs and services to new markets.

- 1.1 Implement a marketing plan with annual goals, action items, budget, responsibilities and timelines. (*College Strategy 3.2*)
- 1.2 Clearly define and widely communicate to college constituencies the annual desired state of enrollment for the college. (*College Strategy 2.2*)
- 1.3 Implement programs & services that meet community needs. (*College Strategy 1.1*)

Outreach & Recruitment

The college supports new student recruitment and community outreach activities and functions.

Skyline Enrollment Management Goal

- 2.1 Produce adequate and effective publications to support communication and outreach efforts with prospective students. (*College Strategy 1.3*)

Research and Application

The college regularly uses data and conducts analysis for program and services planning and decision making.

- 3.1 Base planning and decision making on regularly conducted institutional research which includes inquiry and analysis of student and community perception and satisfaction, community needs, competitor information, under-enrolled program needs, enrollment trends, target market analysis and program and service quality. (*College Strategy 2.1*)

Processes and Structures

The college supports on-going and widespread development, review, discussion and evaluation of EM strategies, activities and issues.

- 4.1 Implement a system for managing student inquiry and application information and reports on student enrollment. (*College Strategy 2.1*)
- 4.2 Provide adequate resources (fiscal and human) to achieve enrollment goals. (*College Strategy 4.1*)
- 4.3 Develop an organizational structure responsible for the on-going discussion development, review and evaluation of all campus retention and student success-related strategies. (*College Strategy 1.2*)

Retention and Success

The college implements programs and services that meet the needs and assist the students with their academic success.

- 5.1 Develop and implement distinct programs and services for first year students. (*College Strategy 1.2*)
- 5.2 Implement collaborative and alternative learning strategies to enhance student learning and meet the needs of under-prepared students. (*College Strategy 1.2*)

Skyline College Strategic Directions

Goals and Strategies

GOAL 1: Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services.

Strategy 1.1. INNOVATIVE PROGRAMS, SERVICES & MODES OF DELIVERY: An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.

Strategy 1.2. STUDENT ACCESS & SUCCESS: Student access and success through availability, quality and assessment of support services and student learning outcomes.

Strategy 1.3. OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS: Broad outreach efforts that build partnerships and respond to educational community needs.

GOAL 2: Enhance institutional effectiveness in the planning and decision-making processes through cooperative leadership, effective communication, and shared governance.

Strategy 2.1. INTEGRATED PLANNING & INSTITUTIONAL PERFORMANCE MEASUREMENT: An integrated planning system that responds to all stakeholders and tracks and measures college-wide performance indicators.

Strategy 2.2 EFFECTIVE COMMUNICATION: Widespread, continuous and reliable communication that informs decision-making processes and ensures institutional effectiveness.

Strategy 2.3 SAFE & SECURE CAMPUS: A safe and secure environment that includes staff trained in emergency procedures.

GOAL 3: Fulfill the college's role as a leading academic and cultural center for the community through partnerships with business, the community, and non-profit organizations.

Strategy 3.1 CULTURAL CENTER FOR THE COMMUNITY: A position and presence in the community as a major cultural center.

Strategy 3.2 MARKETING, OUTREACH & CONNECTIONS TO ACADEMIC & BUSINESS COMMUNITIES: Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.

GOAL 4: Provide adequate human, physical, technological and financial resources to successfully implement educational programs and student services in order to improve student learning outcomes.

Strategy 4.1 INTEGRATED & EVIDENCE-BASED RESOURCE PLANNING SYSTEM: A comprehensive, integrated and evidence-based resource planning system that responds to all stakeholders and is tied to budget, program and services decisions.

Strategy 4.2 UPDATED FACILITIES: Updated facilities that include timely replacement of equipment.

GOAL 5: Offer faculty and staff opportunities for professional growth and advancement.

Strategy 5.1 COMPREHENSIVE STAFF DEVELOPMENT PROGRAM: Unified and coordinated staff development programs that are dynamic, comprehensive and rich.

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Skyline College Enrollment Management Framework

Effective Practices	EM Goals	Current Strategies 07/08	Outcome Measures	Missing Strategies 07/08	Links & Connections
<p><u>Marketing and Growth</u> <i>Key Concepts</i> The college implements an integrated marketing plan with strategies for expanding programs and services to new markets.</p>	<p>1.1 Implement a marketing plan with annual goals, action items, budget, responsibilities and timelines.</p> <p>1.2. Clearly define and widely communicate to college constituencies the desired state of enrollment for the college.</p> <p>1.3. Implement programs & services that meet the community needs.</p>	<p>1.1 Development of an integrated marketing plan.</p> <p>1.2.1 Analysis and application of enrollment and FTES projections.</p> <p>1.2.2 Establishment of annual FTES goals.</p> <p>1.3.1 Analysis, development and strengthening of programs and services recommended in EMP.</p>	<p>1.2.1 & .1.2.2 Enrollment projections and Analysis of productivity reports</p> <p>1.3.1 Program Review reports and student feedback studies</p>	<p>1.1.1 Development and implementation of an integrated marketing plan.</p> <p>1.2.3 Expansion of college-wide information and communication regarding enrollment goals.</p>	<p>-Fresh Look Project</p> <p>-Education Master Plan</p>
<p><u>Outreach & Recruitment</u> <i>Key Concepts</i> The college supports new student recruitment and community outreach activities and functions.</p>	<p>2.1 Produce adequate and effective publications to support communication and outreach efforts with prospective students.</p>	<p>2.1.1 Publish and distribute to high school students a Student Services programs and services brochure.</p>		<p>2.1.2 Publish and distribute a college Viewbook</p> <p>2.1.3 Create a plan for marketing material creation and promotional strategies for prospective students.</p>	<p>-Futures Project for Concurrent Enrollment</p> <p>-First Year Experience</p>
<p><u>Research and Application</u> <i>Key Concepts</i> The college regularly uses data and conducts analysis for program and services planning and decision making.</p>	<p>3.1 Base planning and decision making on regular institutional research which includes inquiry, analysis and use of student and community perception and satisfaction, community needs, competitor information, under-enrolled program needs, enrollment trends, target market analysis and program and service quality.</p>	<p>3.1.1. Systematic assessment and use of data from student and employee perception and satisfaction of programs, services and the environment.</p> <p>3.1.2 Systematic assessment and use of data from program and services quality and needs through Program Review.</p> <p>3.1.3. Systematic assessment and use of data from enrollment trends including student characteristics.</p>	<p>3.1.1 Student and Employee Surveys and focus groups</p> <p>3.1.2 Program Reviews and SLOAC</p> <p>3.1.3 Annual Balanced Scorecard Outcomes Report and College Year-end Report</p>	<p>3.1.3 Systematic assessment of community needs.</p> <p>3.1.4. Systematic assessment of target and niche markets</p>	<p>-Education Master Plan</p> <p>-Balanced Scorecard</p> <p>-Program Review</p> <p>-Fresh Look Project</p>

Skyline College Enrollment Management Framework

Effective Practices	EM Goals	Current Strategies 07/08	Outcome Measures	Missing Strategies 07/08	Connections
<p><u>Processes and Structures</u> <i>Key Concepts</i> The college supports on-going and widespread development, review, discussion and evaluation of enrollment management strategies, activities and issues.</p>	<p>4.1 Implement a system for managing student inquiry and application information and reports on student enrollment. 4.2 Provide adequate resources (fiscal and human) to achieve enrollment goals. 4.3 Develop an organizational structure responsible for the on-going discussion, development, review and evaluation of all campus retention and student success-related strategies.</p>	<p>4.1.1 Implementation of WebSmart and Hyperion-data decision support system. 4.2.1 Addition of course sections to partially meet student demand. 4.3.1 Implementation of SLOAC</p>	<p>4.1.1 Focus group discussions w/ DSSWAG and college constituent groups. 4.2.1 College load and fill rates. 4.2.1 Student satisfaction and needs survey. 4.3.1 Annual WASC inventory report/audit.</p>	<p>4.1.1 Evaluation of student satisfaction with WebSmart 4.3.2 Institutionalization of an EM structure (e.g., committee or work group) with on-going goals, strategies and measures.</p>	<p>-First Year Experience -Education Master Plan -Budget Planning -Strategic Planning -WebSmart -Hyperion Portal -Basic Skills Initiative -SLOAC Initiative</p>
<p><u>Retention and Success</u> <i>Key Concepts</i> The college implements programs and services that meet the needs and assists the students with their academic success.</p>	<p>5.1 Develop and implement distinct programs and services for first year students. 5.2 Implement collaborative and alternative learning strategies to enhance student learning and meet the needs of under-prepared students.</p>	<p>5.1.1 Analysis of FYE needs, and development and implementation of action plans. 5.2.1 Implementation of learning communities, supplemental instruction, tutoring services, face to-face and on-line counseling services, alternative scheduling options and distance learning as a means to support learning.</p>	<p>5.1.1 FYE Report 2007/08 5.2.1 Learning Communities Outcomes Reports 5.2.1 Program Review reports 5.2.1 Early Alert System cohort research</p>	<p>5.2.2 Development and implementation of a comprehensive and integrated Basic Skills Program</p>	<p>-Learning Communities -FYE Program -Basic Skills Initiative -SLOAC -Learning Communities -Waitlist Process -Early Alert System</p>

Effective Practices: Principle tenets of enrollment management that provide a structure and standards of excellence for achieving optimum performance within aspects or dimensions of enrollment management.

College-wide Goals: Primary purpose or aim. Provide direction and targets for meeting enrollment management effective practices or standards of excellence. **Current Strategies:** Major activities, initiatives or interventions that are currently in place. Contribute to the achievement of specified goals. **Outcome Measures:** Ways in which progress of strategies are measured. **Missing Strategies:** Major activities, initiatives or interventions that are needed to help achieve specified goals. **Connections:** Links and interfaces with other college-wide plans, projects and initiatives.

Based on the assessment the IPC conducted in the Spring 2007 using the Noel Levitz Building and Developing and Effective Enrollment Management Plan for Two-Year Colleges, 2002.