

SAN BERNARDINO VALLEY COLLEGE
ENROLLMENT MANAGEMENT COMMITTEE PLAN (DRAFT)

DRAFT

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Enrollment Management Committee Members

Stephanie Lewis Briggs (Co-chair)	Abeir Israeil	Denise Bailey
Dan Angelo (Co-chair)	Leonard Lopez	Larry Buckley
Richard Jaramillo	Yon Che	Mary Copeland
Sandra Moore	Marco Cota	Don Slaik
Joseph Nguyen	Gloria Fisher	Christie Winter
Craig Petinak	Ailsa Aguilar-Kitibutr	Kathryn Weiss
James Smith		

During the 2010-2011 academic school year, the Academic Senate charged the Enrollment Management committee with examining the college's enrollment management practices, reviewing pertinent documents related to enrollment management, and engaging committee members in collegial enrollment management discourse.

In September, 2011, President Dr. Debra Daniels declared that the Enrollment Management committee would have "a well defined role across the college in evaluating enrollment efficiency, identifying annual enrollment goals, collecting data, analyzing trends, reviewing enrollment related research and recommending action that focuses on institutional effectiveness." To that end, the Enrollment Management Committee, through its team effort, has been involved in a strategic enrollment planning process that has culminated in an Enrollment Management Plan (draft). The draft, however, needs to be vetted through the collegial process. Your input is needed. Please read and critically examine the document. Forward your corrections and suggestions to Dr. Briggs at sbriggs@valleycollege.edu.

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Introduction

The philosophical foundation of an enrollment management system is to develop a responsive, flexible, financially and academically sound approach to registration and scheduling. This approach protects the college and its programs during periods when state funding is robust and supporting growth as well as when funding is limited and discouraging growth. As a result of the countercyclical nature of apportionment funding in the California Community College System, it is in the interest of San Bernardino Valley College to proactively and strategically manage its enrollment such that the achievement of enrollment targets coincide with the college's mission and the maximization of available resources.

College Mission

San Bernardino Valley College provides quality education and services that support a diverse community of leaders.

Enrollment Management Mission

SBVC provides educational access and opportunities to students in a fiscally responsible manner by utilizing strategic enrollment planning that is informed by student needs, community needs, academic programs, support services, research and institutional capacity.

Establishing a comprehensive and balanced enrollment management plan is integral to the overall strategic planning of the institution. In its 1999 position paper titled *The Role of the Academic Senates in Enrollment Management*, the Academic Senate for California Community colleges (ASCCC) Enrollment Policies Committee state that

Enrollment management is a process by which students enrolled and class sections offered are coordinated to achieve maximum (optimum) access and success for students. All enrollment management decisions must be made in the context of the local college mission and educational master plan in addition to fiscal and physical considerations. (p.3)

In 2009, the ASCCC revisited enrollment management policy and reaffirmed their 1999 position. Moreover, the ASCCC Educational Policies Committee (2009) affirmed that enrollment management policies and practices take into account the multiple missions of the California community colleges with regard to student access and success and that attention be given to the optimization of resources without compromising effective educational practice (p. 4).

Clearly, who we are as a college and what we ultimately want to achieve is intrinsically bound to our college's vision and is integrated in our Enrollment Management vision.

College Vision

San Bernardino Valley College will become the college of choice for students in the Inland Empire and will be regarded as the alma mater of successful, lifelong learners. We will build our reputation on the quality of our programs and services and on the safety, comfort, and beauty of our campus. We will hold both our students and ourselves to high standards of achievement

and will expect all members of the college community to function as informed, responsible, and active members of society.

Enrollment Management Vision

The implementation of the San Bernardino Valley College Enrollment Management Plan will contribute to the institution's overall effectiveness in meeting the needs of our diverse student population by establishing clear enrollment goals; determining, achieving and maintaining optimum enrollments; and aligning campus services and resources to maximize student access, engagement, persistence, success, and transition and graduation rates.

Enrollment Management Principle and Guidelines

San Bernardino Valley College enrollment management should be guided by strategies that are deliberate and result in full implementation that is supported by an information infrastructure that will sustain the plans efforts.

- The enrollment management plan should concurrently seek to maximize revenue for the college and prioritize student support services and student success.
- College administrators will work in close cooperation with the faculty to ensure a balance between resource allocation and curriculum.
- Enrollment management is a campus-wide responsibility that is based on a team effort which crosses traditional college organizational lines.

Examining Trends

It is certain that the college will continue to be pressured to accommodate increasing enrollment demand in the foreseeable future. Current state-wide budget constriction at the UC and CSU campuses will drive increasing numbers of recent high school graduates to community colleges. In addition, shrinking dedication to foundational skills at UC and CSU campuses will necessarily find increasing numbers of under-prepared students choosing community colleges. Continued high unemployment rates will steer both young people and older, displaced workers toward community colleges, even as fewer and fewer resources are made available to us. San Bernardino Valley College's historic relationship as a primary transfer institution to California State University, San Bernardino, will also contribute to increased enrollment demand.

Employment opportunities will continue to increase in the technology sector as well as in emerging "green technology" industries for at least the next five years. Information and skills in these areas will continue to evolve rapidly and the college will need to use its expertise to support existing programs and in developing new programs to meet job market demands. Continued integration of technology into the learning process will require consistent and predictable funding and training services.

Student demand for transfer education will certainly continue to increase necessitating close ties with our primary four-year institution partners. Whereas there has been traditional competition from private and public post-secondary education providers in vocational areas, there now exists relatively new and growing competition from private institutions providing traditional and non-traditional forms of course delivery to transfer oriented students.

Federal and state governments continue to emphasize the role of community colleges in workplace learning and economic development. Nevertheless, even as San Bernardino Valley College works to establish its role in meeting its enrollment targets, it will certainly remain under-funded to do so, given restructuring in federal funding and constricted state funding. At best, the college can assume

that funding will fluctuate in the immediate future and that it will need to continue to examine its budget and enrollment priorities.

Finally, in order to have informed discussions and make consequential decisions regarding enrollment management, San Bernardino Valley College will continue to need current and reliable data about its students, FTES projections, socio-demographic, geographic, and other market related data.

Goals

Goal 1: Research and Data Review: SBVC will collect, analyze and evaluate data to inform its enrollment management strategic planning.

- * **Objective 1:** Implement and maintain a coordinated data maintenance and collaborative effort between the Research & Planning Office, Instruction Office, Student Services, and the Marketing & Public Relations Office in order to determine and respond to educational, training, and community needs.
 - **Implementation Strategy:** The Research & Planning office will conduct information sessions at the beginning of each semester and provide pertinent data related to enrollment management (enrollment, assessment, success and retention)
 - **List of responsible parties:** Vice President of Student Services (VPSS), Vice President of Instruction (VPI), Director of Research (DoR)
 - **Expected Outcomes:** Based on information received, responsible parties (VPI, VPSS, DoR) will plan for effective enrollment management such that the college reaches enrollment targets in subsequent semesters
 - **Target Group:** Student Services, Instruction Office, etc.
 - **Resource Statement:** Research and Planning requires human resources to compile reports. Additionally, standing bodies must agendaize the requested presentations.
 - **Timeline for Implementation:**
 - **Evaluation Plan:**
 - Questionnaire to be distributed to the participants with the results used as a part of planning for other sessions.
 - Review of enrollment as it relates to targets should be completed each semester

- * **Objective 2:** Provide to departments quantitative and qualitative data annual to inform programmatic review decisions.
 - **Implementation Strategy:** Research and Planning will provide quantitative and qualitative data to all departments, annually, to inform program review and educational master plan documentation. Data should include, but not limited to, the following:
 - Student climate survey (yearly)
 - Community needs assessment (every 3 – 5 years)

- **List of responsible parties:** Director of Research and Planning, Deans, Faculty Chairs
- **Expected Outcomes:** Departments will utilize current data to inform planning for future programmatic activity
- **Target Group:** Departments
- **Resource Statement:** Research and Planning requires human resources to complete data reports
- **Evaluation Plan:** Program Review is evaluated by the program review committee

Goal 2: Enrollment Targets

- * **Objective 1:** Consider assessment data when developing and/or evaluating enrollment goals.
 - **Implementation Strategy:** The office of Matriculation and Assessment will provide data to the enrollment management committee and the instruction office for annual review.
 - **List of responsible parties:** Dean(s), Counseling and Matriculation, VPI
 - **Expected Outcomes:** Assessment data will be considered in creating schedule development guidelines, providing for increased access to basic skills courses
 - **Target Group:**
 - **Resource Statement:** Research and Planning will require human resources
 - **Evaluation Plan:** Data will be evaluated to determine if access has increased
- * **Objective 2:** Make recommendations about the trajectory of class offerings that are informed by assessment data.
 - **Implementation Strategy:** Departments will engage in informed conversations about class offerings as they relate to enrollment goals and FTES efficiency
 - **List of responsible parties:** Deans, Department Chairs
 - **Expected Outcomes:** Collegial participation in strategic enrollment management
 - **Target Group:** Faculty members
 - **Resource Statement:** Research and Planning will require human resources
 - **Evaluation Plan:**
- * **Objective 3:** Update Master Plan to reflect changes in enrollment targets and/or goals.

- **Implementation Strategy:** Departments will update departmental pages of educational master plan, given current data, on an annual basis
- **List of responsible parties:** Deans, Departments, Research and Planning
- **Expected Outcomes:** Educational Master Plan will be utilized in conjunction with program review in decision making processes
- **Target Group:**
- **Resource Statement:**
- **Evaluation Plan:**

Goal 3: Retention

* **Objective 1:** Increase persistence rates.

- **Implementation Strategy:** Coordinate with the Office of Professional and Organizational Development to provide faculty development workshops on strategies that increase persistence
- **List of responsible parties:** Coordinator, Professional and Organizational Development
- **Expected Outcomes:** Faculty who participate in workshops will show increased persistence rates
- **Target Group:** Faculty
- **Resource Statement:**
- **Evaluation Plan:**

* **Objective 2:** Increase graduation rates.

- **Implementation Strategy:**
- **List of responsible parties:**
- **Expected Outcomes:**
- **Target Group:**
- **Resource Statement:**
- **Evaluation Plan:**

* **Objective 3:** Ensure that appropriate course offerings are available within majors for student completion.

- **Implementation Strategy:** Department faculty and Deans will review course rotation schedule to ensure that all courses required for degrees and certificates are offered at least every 2 years.
- **List of responsible parties:** Deans, Departments, VPI
- **Expected Outcomes:** Students will have opportunities to complete educational programs in a timely manner (2 years) provided they are college ready
- **Target Group:**
- **Resource Statement:**
- **Evaluation Plan**

Goal 4: Services

* **Objective 1:** Produce and distribute student financial aid information in a timely and strategic manner.

- **Implementation Strategy:** Financial Aid Office will provide students and the campus community with the following:
 - Semester Financial Aid update announcements such as flyers, newsletters, posters at the beginning of the new semester
 - Keeping the Financial Aid Office website updated
 - Sending routine notifications to students with important dates and deadline requirements using technology such as emails, social network and texts.
- **List of responsible parties:** Financial Aid Director and Office Secretary
- **Expected Outcomes:** Students and campus community will be well informed of
 - any new Financial aid changes and new requirements
- **Resource Statement:** Estimate cost \$3000-\$4000 annually
- **Timeline for Implementation:** Some of the suggested implementation tasks have been done and the remaining tasks to begin in summer 2012 semester.
- **Evaluation Plan:** Financial aid survey to be conducted at the end of every semester.

Goal 5: Recruitment and Outreach

Objective 1: Support Student Success Initiative

- Implementation Strategy:
- List of responsible parties:
- Expected Outcomes:
- Target Group:
- Resource Statement:
- Evaluation Plan:

