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Philosophy/Purpose of Enrollment Management:

With a primary focus on sustaining long-term student success and in accordance with Santiago Canyon College's mission and core goals, Enrollment Management includes an integrated planning approach that supports college-wide collaboration, engagement, creative-thinking and consensus building that contributes to student recruitment, retention, graduation, and life-long learning with a particular commitment to the following guiding principles:

- focusing on a holistic approach to student access, student success, and the quality of programs and services;
- balancing the needs of multiple student populations;
- ensuring that courses are offered for students to complete their educational path in a timely manner;
- acknowledging that student retention, student persistence, and student success are linked and are some of the measures that can be used to evaluate effective enrollment management plans;
- using both qualitative and quantitative data that is accessible, accurate, and agreed upon to inform decisions;
- following timely, transparent decision making processes;
- recognizing facilities and fiscal realities.

Mission of Santiago Canyon College

Santiago Canyon College is an innovative learning community dedicated to intellectual and personal growth. Our purpose is to foster student success and to help students achieve these core outcomes: to learn, act, communicate and think critically. We are committed to maintaining standards of excellence and providing an accessible, a transferable, and an engaging education to a diverse community.

Enrollment Management Committee

Mission

With a primary focus on sustaining long-term student success and in accordance with Santiago Canyon College's mission and core goals, the Enrollment Management Committee (EMC) will develop a holistic and integrated approach to enrollment management that supports college-wide collaboration, engagement, creative-thinking and consensus building.

The purpose of the EMC is to discuss enrollment strategies and to make recommendations that contribute to student access, recruitment, persistence, completion, and lifelong learning through diverse program offerings.

Responsibilities

- Evaluate on-going enrollment trends, activities, and initiatives

- Initiate research on scheduling and instruction at the department and division levels as well as within and outside the district
- Use high-quality qualitative and quantitative data to inform recommendations
- Collaborate with college constituencies to develop, implement, and evaluate enrollment management goals and strategies that align with SCC's Education Master Plan
- Assess, evaluate, and make recommendations for student support strategies to enhance student access, success, persistence, and goal attainment
- Report and make recommendations to Curriculum and Instruction Council and the Planning & Institutional Effectiveness Committee
- Monitor and evaluate progress toward strategic enrollment planning goals

Membership

Chair

Curriculum and Instruction Council Chair or Designee and One Administrator will serve as co-chairs

Membership

- All Division Deans (Credit and Noncredit) or Designee
- Associate Dean of Admissions and Records or Designee
- Registrar or Designee
- Academic Senate President or Designee
- Articulation Officer
- Curriculum and Instruction Council Chair or Designee
- 3 Classified Staff
- 1 Student
- 2 Faculty from Arts, Humanities, and Social Sciences and Library Division
- 2 Faculty from Mathematics and Sciences Division
- 2 Faculty from Business and Career Technical Education Division
- 1 Faculty from Continuing Education Division
- 1 Counselor
- 1 Librarian
- 1 Faculty from Disabled Students Programs and Services (DSPS)
- 1 At Large Faculty Member

Vision

The Santiago Canyon College Enrollment Management Committee strives to operate interdependently with the Santiago Canyon College community. By sharing valuable institutional information and by working with colleagues, the Enrollment Management Committee seeks to achieve a seamless, cohesive, and supportive network for students that begins with their first inquiry into Santiago Canyon College, extends through the completion of their educational goals or graduation, and continues with them as they develop their careers.

The Enrollment Management Committee works cooperatively, creatively, diligently, and passionately to attain market prominence as well as to achieve optimal enrollments in a way that supports the Santiago Canyon College vision and mission and that enhances student learning and success. Overall, the Enrollment Management Committee aspires to optimize course offerings and services for learners and to positively support the values of the Santiago Canyon College community.

Planning Assumptions:

In the process of executing the scope of work and prescribed duties of the Enrollment Management Committee (EMC), the following planning assumptions may be considered:

- EMC actions and recommendations will align with and support the Educational Master Plan and Strategic Goals.
- EMC actions and recommendations will be data driven.
- EMC is committed to the success of each enrolled student.
- Enrollment Management at Santiago Canyon College is a shared responsibility of all of the stakeholders who contribute to the student experience and to the enrollment process.
- EMC values the productivity, scholarship, research, and creativity of faculty that has a direct impact on the quality of the learning experience for students.
- EMC moves beyond planning to action and, therefore, will operationally define goals and operations and monitor progress including all stakeholders. (What does this mean?)
- EMC is responsible for the following: focusing on processes, courses, and resources needed to ensure student academic and/or vocational progress towards a degree, certification, or job.
- EMC seeks to close the gaps in participation and success of special student populations including students in underrepresented and at-risk categories.
- EMC policies and strategies are designed to manage the overall student profile including student preparedness and goal attainment (degree, certification, or employment) within the limits of the infrastructure and fiscal capacity, costs, and revenue.
- EMC aims to keep adequate attendance at levels to maintain degree completion, fiscal solvency, and marketplace position.
- EMC acknowledges that some disciplines, programs, or degrees have unique needs that may necessitate flexible and unique planning, implementation, enrollment, student support, and marketing strategies.

- EMC encourages fiscally responsible maintenance of current and development of new programs aligned with Santiago Canyon College's strengths to attract, retain, and serve students.
- The focus on accountability in higher education will be measured by achievement of student learning outcomes, retention, and graduation rates, student satisfaction, and employment.
- The funding, demographics, and target population may change. (What does this mean?)
- Community input is a source of support and indicator for new trends or needed services.
- Technology, including the infrastructure, planning, equipment, software and applications, will influence student access and enrollment, courses, programs, student academic success, and satisfaction.
- The government funding sources encourage fiscally responsible maintenance of current and new undergraduate programs (high school through college) that are aligned with four-year colleges and universities for streamlined degree completion and employment.
- The interest of international students in enrolling in U.S. higher education institutions is projected to remain strong.
- CSU/UC actions and recommendations are unpredictable affecting enrollment and articulation agreements.

EMC is organized around:

- Evaluating the impact of academic transitions and processes, such as admission, matriculation, orientation, course placement, course articulation, graduation, counseling, and advising services.
- Assessing need for basic skills and academic support, such as tutoring, skill assessment, supplemental instruction, reading, writing, computer, and math labs.
- Evaluating market share and responsiveness that includes branding, market share, and market demand.
- Assessing curricular and co-curricular events and program alignment, such as holistic learning experiences, community involvement, and quality indicators of student satisfaction.

EMC will examine the following course and program considerations:

- Maximize class section size considering instruction type, safety, room capacity, quality academic experiences, and grading load.
- Monitor programs to determine utilization status (undersubscribed, balanced, or oversubscribed).
- Maintain flexibility, as is feasible, to programs and delivery methods, locations, course offerings, and schedules.
- Provide policies and guidelines to manage low enrolled courses, new courses, and courses sustained by special funding arrangements or grants.

EMC will review FTES considerations in order to:

- Understand how FTES decisions affect student goal attainment and satisfaction.
- Maintain transparency and communicate with all stakeholders.
- Develop policies that are flexible and responsive to state budget considerations.

- Assess the impact of unfunded FTES impact on the overall budget.
- Determine how specific marketing strategies support FTES goals.

Guiding Principles

In order to accomplish the Mission and Vision of Santiago Canyon College, the *Enrollment Management Committee (EMC)* dedicates themselves to the following core values and guiding principles:

Quality

The *Enrollment Management Committee* is committed to promoting a college identity of high quality, academic excellence, and personalized education evidenced by signature programs that support achievement of student and institutional goals. Key to this effort is continually evaluating our programs, enrollment, trends, and community feedback. Therefore, the enrollment management committee believes that:

- student retention is an outcome of a quality student experience which includes student satisfaction and success.
- we are dedicated to maintaining program quality by meeting the needs of our students and implementing a variety of innovative and effective instructional strategies based on planning and assessment
- excellence is maintained through a continued cycle of self-assessment, improvement, and professional development
- the quality and availability of student support services is critical to student academic success and emotional well-being
- Assessing and monitoring successful completion rates of courses, programs, and certificates reflects quality

Student-Centeredness

Students and their success are the main reason that we exist as an institution of higher education. The decisions made and actions taken by the *Enrollment Management Committee* are taken to augment the academic and career choices of students. All decisions, assessments and evaluations towards managing enrollment are made to ensure student success in a higher educational institution. With the goal in mind to facilitate and support student learning and success the Enrollment Management Committee will:

- analyze enrollment data to identify a means to recruit, enroll and retain students in pursuit of degrees, transfer, certificates and enrichment.(4)
- focus on course and resource availability to ensure student progress(8)
- Assess the overall student profile including the level of preparedness and the degree of progress within the parameters of institutional infrastructure and fiscal capacity.(7)

- determine how course schedules impact student success
- Develop strategies to monitor articulations and agreements that facilitate student transfers
- Assess the impact of infrastructure and scheduling on student achievement and make recommendations
- Identify strategies that encourage qualified students to apply for financial aid
- Create a semester-by semester sequence of Liberal Arts degree courses
- Identify strategies that help students be more successful in online courses

Inclusiveness and Building Community

The EMC is dedicated to providing programs that benefit the college's stakeholders and community. Planning and evaluation of college offerings will be aimed towards shaping program and services and encouraging partnerships with the college to promote student success. It is important that the value of social responsibility and community connectedness be considered in enrollment management decisions. *The Enrollment Management* committee

- monitor the demographics of the service area community
- assess community characteristics, educational, and workplace trends that may affect enrollment and course offerings
- periodically determine satisfaction and needs of the service area community
- sponsor collaborative community and college events
- Invite the community groups to participate in college planning

Diversity and Respect

The EMC values the rich diversity of the college community stakeholders and the contributions they bring to living and learning. Diversity of individuals and groups in all forms will be respected because this adds to the vitality of SCC. Student success is enhanced when they live and learn in an environment that has diverse intellectual, social, emotional economic experiences. SCC fosters an environment of mutual respect, collegiality fairness and integrity. Towards these goals, the *Enrollment Management Committee* is committed to:

- closing the gaps in participation and success rates of underrepresented and at-risk students (9)
- evaluating the availability and quality of support services for underrepresented which is critical to their success
- evaluating the effectiveness and availability of alternative delivery methods for course content

Collegiality and Cooperation

The EMC nurtures a spirit of collaborations and cooperation between and among students, faculty, staff, and administrators. Sharing our talents towards finding creative solutions and options to solve problems or resolve issues strengthens us all. Toward this end, the EMC will bring people together to participate and share their knowledge and ideas to facilitate decision-

making and achieving institutional goals. Therefore, the EMC efforts and actions are aimed towards the following:

- operationalize enrollment management as a shared responsibility between faculty, staff, and the administration to contribute the student experience and to successfully manage the enrollment process (6)
- regularly soliciting input from all stakeholders(6)
- being open to new ideas and trends which affect enrollment
- communicate the scope of work undertaken and progress of the *Enrollment Management Committee* to stakeholders
- promote the development of programs based on community needs, economic projections and trends

Flexibility

Being open to change and new ideas is a cornerstone of meeting the challenges of today and visioning the future. As the college prepares itself for these tasks, it is important to provide an environment that respects and encourages reevaluation of programs, policies, and practices knowing that growth involve experimenting and change. The *Enrollment Management Committee* recognizes that our greatest strength is being open to the opportunities presented by the changing needs of our students, faculty, staff, and stakeholders and to be willing to try many options until success is achieved. To rise to these challenges, present and future, The Enrollment Management Committee will be open to:

- reassessing the programs, delivery methods, locations and times based on data collection (12)
- develop the concept of efficiency to give programs maximum flexibility in determining course offerings (1)
- establish criteria for expanding and contracting programs or courses
- asses the FTES target, which may increase or decrease, based on state budget
- respond to the changes necessitated by fluctuations in service area demographics or the budget

Fiscal Responsibility

The Enrollment Management Committee takes seriously its public and ethical responsibility to establish policies and procedures to manage college resources in a fiscally responsible manner. Enrollment and retention are critical to maintaining the financial health of a college. All programs and student success depend on sufficient financial resources to maintain infrastructure and hire teaching and support personnel. Providing data tor augmenting resources, finding grant funding opportunities, contracting programs, and managing limited resources responsibly are options for maintaining existing or expanding new programs. The *Enrollment Management Committee* subscribes to fiscal responsible policies and procedures which may include the following:

- make recommendations for class size while considering the type of instruction, safety issues, facility, quality of academic experience, and grading methods.(13)
- develop guidelines for discontinuing underfunded or underutilized projects and programs
- using grant funding to augment curriculum or launch new programs
- create a progressive plan to institutionalize programs launched by grant funding
- balance the impact of low enrolled programs with higher enrolled programs within degrees or departments
- assess and monitor the impact of unfunded FTES on overall budget
- develop fiscally responsible guidelines and strategies for launching new programs aligned with SCC strengths

Equity

The *Enrollment Management Committee* recognizes that enrollments must be managed in a supportive and realistic way that equitably considers all of the college programs and courses. This is critical to meeting the needs of a diverse population and workforce. Enrollment goals and decisions must take into account the variety of types of programs offered and their unique requirements for success. The decisions made will be aimed towards providing policies and procedures for building and maintaining enrollments, courses, and programs vital to the community. In order to create an enrollment management plan that fairly and equitably represents the college master plan, the *Enrollment Management Committee* will strive to:

- determine whether or not programs are undersubscribed, balanced, or oversubscribed
- assess the impact resource allocation on programs and courses and develop a plan to equitably manage resources in varying economic climates
- assess the impact of faculty roles and responsibility on enrollment and programs success across programs and disciplines and make recommendations to minimize negative effects
- periodically scan the community to determine if the breadth of current college offerings meet the needs and position SCC to take advantage of identified trends

Planning

In order for the college's mission and vision to be actualized, the institution must plan for success by aligning enrollment managing policies, practices and strategies with the Educational Master Plan. If we do not plan for success and craft systems to work towards that end, we probably will fall short of our goal and focus, student success. Since planning is critical to meeting and exceeding institution and program goals, the *Enrollment Management Committee* is dedicated to:

- develop plans and priorities to manage enrollment through high and low budget cycles
- establish a clear method of allowing low-enrolled courses (2)

- create a plan to tie the budget allocation process and the *Planning and Institutional Effectiveness (PIE)* review to recommendations of the EMC to PIE and *College Council* (3)
- use EMC recommendations to support apportionment (3)
- align the goals and actions of the *Enrollment Management Committee* to support the *Educational Master Plan* and *Strategic* goals (5)
- assess the impact of facilities and infrastructure on enrollments
- develop new programs, plans, and strategies to enhance SCC's reputation as a transfer college
- Determine the impact of infrastructure and technology on enrollment

Marketing

Student enrollment is increasingly competitive. To remain fiscally sound, colleges must market their programs and courses to attract and retain students. Marketing needs vary from program-to-program depending on the scope of classes, how students enroll in the courses, and the academic and work-related goals of the students. SCC serves a student body with a variety of goals including those in online classes. The *Enrollment Management Committee* recognizes that a flexible and comprehensive market plan is important to gaining new and maintaining enrollments. Therefore, the committee will consider:

- Monitoring market trends, competition, and brand relevance
- Supporting programs and classes in the Career and Technical Education Division to keep and attract students
- Developing an advertising and marketing plan for existing and new programs that is aligned with SCC's strengths, mission, goals and student needs.
- Advertising new and innovative course offerings
- An advertising plan to inform students about support services available to ensure academic success
- A variety of advertising modalities to recruiting new students
- A plan to inform the community about opportunities at Santiago Canyon College
- Supporting participation of college personnel (faculty and administrators) in community and industry events and activities
- Developing a marketing plan that highlights the opportunities available at SCC for transfer students
- Develop and Implement a marketing plan to support signature programs
- Establish market plan to advertise student financial aid and encourage qualified students to apply