LEAP Team #5

"Enrollment Management on Everyone's Desk"

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Table of Contents

Executive Summary

The goal of this proposal is to align all administrators, faculty and staff to support a positive message about enrollment management and communicate this vision campus-wide, which will improve morale, student retention and success, and quality education.

The College of the Canyons *Decision Making Guide* defines Enrollment Management as follows: "Actions or steps to be taken to achieve or maintain an enrollment head count/FTES goal, as well as a strategy to contain expenditures for serving a fixed number of FTES in line with projected income."

Enrollment management encompasses many aspects of the college, including but not limited to: facilities, student services, technology, high-quality instruction, and student persistence and retention. Enrollment management strategies affect all areas of the college, and all areas of the college contribute either directly or indirectly to the success of these strategies.

Based on both campus and system-wide research, the following ideas could be used to enhance enrollment management efforts at College of the Canyons in order to involve each member of the campus community:

- The enrollment management committee should be restructured to add formal subcommittees comprised of campus representation to the existing steering committee, much like the enrollment management systems employed at El Camino College and Irvine Valley College.
- Frequent communication, both formal and informal, regarding enrollment management strategies and activities should take place. The steering committee and subcommittees should meet monthly, and all committee and subcommittee work plans and meeting agendas and minutes should be posted to the Enrollment Management Committee's intranet site.
- Each campus committee, division, and department meeting should include an agenda item for enrollment management, allowing for frequent updates and also for the generation of ideas, which will be forwarded to the steering committee.
- Enrollment management should become a part of the college's culture, involving all employees in a group effort to recruit and retain students. Employee involvement would include wearing nametags that identify people as college employees to students and the community, thereby providing the students with sources of information.

If this proposal is implemented, 2008-2009 will be the initial year for the formation of subcommittees as well as the establishment of formal lines of communication, with the ultimate goal being a 3-year strategic enrollment management plan for 2009-2012 and a yearly work plan.

Introduction

<u>Mission</u>
Align all administrators, faculty and staff to support a positive message about enrollment management and communicate this vision campus-wide, which will improve morale, student retention and success, and quality education.

<u>Objectives</u>
- Create an structured mechanism for open, campus-wide communication regarding enrollment management at College of the Canyons
- Communicate enrollment management principles and priorities with an emphasis on student success across the campus

<u>Management Teams:</u>
The project proposal development team consists of LEAP project members Gina Bogna, Irene Bradbury, Jennifer Brezina, Carl Ebaugh, and Kevin Kistler, with Jim Temple as the team leader.

Should a decision be made to implement this proposal, it would be executed by the enrollment management committee leadership. The tri-chairs of the enrollment management committee are Dr. Barry Gribbons, Dr. Mitjl Capet, and Ms. Sharlene Coleal. These tri-chairs would appoint the chairs of the subcommittees, who would then serve as steering committee members along with the tri-chairs. The steering committee would oversee and evaluate the campus-wide implementation of this proposal. Subcommittee chairs would recruit volunteers for their committee that would be representative of the campus and have a vested interest in the subcommittee's purpose.

<u>Belief Statements</u>
- We believe there are opportunities to make campus personnel more aware of enrollment management goals and our progress toward those goals, to increase personal involvement of campus employees, and, ultimately, to enhance the financial and student success goals of the District.

- We believe that communication is a key factor in improving campus-wide participation in enrollment management efforts.

<u>Project Philosophies:</u>
Our philosophy for this project is that everyone's contribution matters in enrollment management.

<u>Vision of the Future</u>
An informed and aware college community that is familiar with enrollment management's salient features or elements will actively engage each person in his or her role/part of enrollment management.

Background

According to the College of the Canyons *Decision Making Guide*, Enrollment Management consists of "Actions or steps to be taken to achieve or maintain an enrollment head count/FTES goal, as well as a strategy to contain expenditures for serving a fixed number of FTES in line with projected income."

Enrollment management is a powerful tool that directly affects the strength and financial stability of a college: "Very simply stated, enrollment management is the process of defining enrollment goals and establishing procedures to reach these goals, thereby providing an institution with the mechanisms to control its size, shape, and character."[1]

Enrollment management encompasses many aspects of the college, including but not limited to: facilities, student services, technology, high-quality instruction, and student persistence and retention. Enrollment management strategies affect all areas of the college, and all areas of the college contribute either directly or indirectly to the success of these strategies.

Given the task of making enrollment management efforts more visible to our campus, we began by conducting research on enrollment management at several levels.

In order to better determine current campus climate regarding enrollment management, we conducted a survey of current enrollment management committee members. In addition, we surveyed a sampling of the campus community not currently on the enrollment management committee to assess current level of knowledge regarding enrollment management strategies and practices. Our initial findings indicate that many who are not directly involved in the enrollment management committee have very diverse ideas of what enrollment management is and of our own enrollment management efforts at COC.

We also attended an enrollment management meeting to better understand the current process and structure for enrollment management at College of the Canyons. The enrollment management committee is headed by tri-chairs Dr. Mitjl Capet, Ms. Sharlene Coleal, and Dr. Barry Gribbons and includes key campus stakeholders, such as representatives from student services, MIS, fiscal services, PIO, institutional research, and instruction. The committee regularly updates its members regarding current enrollment status and planned strategies for growth. Recently, an intranet site has been added to better communicate key information regarding enrollment management.

At the same time, we conducted internet research of other community colleges' enrollment management efforts. Responses had considerable range – some colleges did not have clear and consistent involvement of staff, but, of those that did, a theme emerged: strategic planning that formally involves all college constituencies in the design and implementation of the plan.

One notable example of a college with formal involvement of diverse stakeholders was Irvine

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[1] Mabry, Theo N. (1987). Enrollment Management. *ERIC Clearinghouse for Junior Colleges* Retrieved May 20, 2008.

Valley College (IVC). When asked about enrollment management, the contact from IVC was able to email both a strategic 3-year plan as well as a yearly action plan with subcommittee notes.

Significant reinforcement of this model developed from a 4/24/08 VideoConference with a leadership team from El Camino College: Dr. Francisco Arce, VP Instruction; Dr. Arvid Spore, Dean of Enrollment Services; and David Vakil, Astronomy instructor. These were key members of the Enrollment Management Committee that led El Camino from a declining enrollment (a drop in FTES of 10%) to a growth of 4.6% in a 3-year period.

They discussed the process that they used to develop a 4-year enrollment management plan and how to get everyone involved through the formation of subcommittees, by putting an enrollment management item on the agenda of every meeting of every committee on campus to encourage public communication, and by a bi-weekly publication from the college president. These committees included but are not limited to the Faculty Senate, Faculty Union, Executive Cabinet, Ed. Tech, Division and Department meetings, and Board meetings.

At each one of these public forums they would discuss their progress toward their numerical goal, the implications of enrollment management, the status of new programs, and the need for engagement in the enrollment management goals. They also included enrollment figures and descriptions of progress toward their goals in a weekly publication of charts and/or graphs of key information that is sent to management and faculty. They felt that in this way they would "continually create a context for enrollment management."

Finally, they stressed the need to plan specific enrollment management strategies, to budget for them individually, and to assess each strategy/endeavor on which those monies are used. Dr. Arce said, "What happens when you don't plan? You end up where you don't want to be." Many of their suggestions are included in our recommendations to the LEAP class as well as to the Enrollment Management Committee at COC.

Project Overview

Our main recommendation is that the enrollment management committee be restructured to include formal subcommittees, much like the enrollment management systems employed at El Camino College and Irvine Valley College (see Appendix 1).

If this proposal is implemented, the existing enrollment management committee would continue to serve as the steering committee for the college's effort, holding regularly scheduled meetings for subcommittee reports and posting agendas and minutes to the college's intranet site to facilitate campus-wide communication. The tri-chairs would oversee and facilitate both the steering committee's efforts and the formation of new subcommittees that will become a key mechanism for campus-wide communication and accountability.

The tri-chairs would appoint a chair for each subcommittee that would be responsible for scheduling regular subcommittee meetings, leading the subcommittee in preparing a yearly work plan (see Appendix 2), and reporting back to the steering committee on the efforts of the subcommittee.

Subcommittee members will include administrators, classified staff, and faculty, with the intent of providing both stable leadership and fresh ideas. While some of the members will likely be people who are involved in the current enrollment management process, there will also be a concerted effort to involve those who have not previously been included in sustained discussions about enrollment management. Each subcommittee would be responsible for creating a work plan for its respective area based on the college's enrollment goals and strategies and reporting the results of that work plan back to the steering committee.

By including additional stakeholders in both the structure and the process of enrollment management, more departments and individuals will gain both participation and information regarding the process. In turn, stakeholders will continue to work collaboratively: "Central to [this] model is having the various departments including student services, academic affairs, information technology, and facilities departments work more collaboratively in servicing students."[2]

To facilitate campus communication regarding enrollment management efforts, subcommittee and steering committee meeting dates, agendas, minutes, and other documents would be posted monthly to the enrollment management intranet site. In addition, communication regarding progress towards enrollment management goals would take place on a regular basis to all employees. Communication methods could include but are not limited to emails, newsletters, LCD screen slides, and/or formal status reports.

As the subcommittees are being formed and holding initial meetings, it is recommended that the tri-chairs of the steering committee would visit key meetings on campus (MAC, faculty division

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[2] Borus (1995) cited in Walters, Evon Washington (2003). Becoming Student Centered via the One-Stop Shop Initiative. *Community College Review* 31(3). Retrieved May 20, 2008 from Proquest Direct Education Module database.

meetings, faculty and classified senate) to present information regarding the new strategy for communication and planning, with an emphasis on student success as a crucial factor in the college's overall approach. It is important for the tri-chairs to convey this information personally in order to ensure buy-in from the employees and to reinforce the importance of enrollment management on the campus. Administrators, faculty, and classified staff will receive information to assist students, such as desktop icons that link to an informational website maintained by the enrollment management committee and laminated cards with key dates, phone numbers, and resources. These tangible tools will be tailored to each employee's role and will serve to provide concrete strategies to assist in enrollment management efforts.

From that point forward, each campus committee, division, and department meeting would include an agenda item for enrollment management, allowing for frequent updates and also for the generation of ideas, which will be forwarded to the steering committee. The tri-chairs would work closely with the subcommittee chairs, monitoring progress and rotating subcommittee chairs and members if needed.

The proposed changes provide for the formulation of subcommittees, as well as the establishment of formal lines of communication, with the ultimate goal being a 3-year strategic enrollment management plan for 2008-09 through 2011-12. Successful enrollment management is a key factor to the college's ability to provide access to students and secure the additional funding from growth revenues. With these revenues, we can provide appropriate staffing, schedule enough classes, develop new curriculum, establish new programs and build new campus facilities that will increase retention and transfer rates as students persist on our campus.

<center>**Implementation Plan**</center>

<u>Stakeholders</u>
The first step in the successful implementation of this proposal will include gaining the support of key campus stakeholders, including but not limited to the members of the current enrollment management committee.

Others who have a stake in the success of enrollment management at COC include students, faculty members, staff, administrators, community members, local employers, and neighboring transfer institutions.

<u>Timeline</u>
By July 2008, this LEAP project team will present a proposal to the current enrollment management committee, and it will fall to the committee to decide whether to implement some, none, or all of the proposal.

If the committee decides to implement any part of the proposal, with a goal of producing a 3-year strategic plan informed by significant campus-wide input by May 2009, we suggest the following timeline:

- August 2008:
  - All subcommittee chairs are selected and enrollment management committee sets its own regular meeting schedule for 2008-2009.
    - Steering committee meets at least once monthly
    - All meetings include agenda and minutes posted to committee intranet site
    - COC-all reminder is sent a week before each meeting
  - Desktop icon and laminated cards are produced and distributed
  - All employees are encouraged to wear name badges in order to better assist students by identifying themselves as college employees
- September 2008:
  - All subcommittee members for 2008-2009 are recruited/volunteer
  - Enrollment management steering committee holds first fall meeting
  - Subcommittee members develop regular meeting schedules
- September-November 2008:
  - Tri-chairs visit division and committee meetings
  - All standing division, department, and committee meetings have an enrollment management information/discussion item added to their agendas every month
- October 2008:
  - All enrollment management subcommittees have at least one meeting
  - Enrollment management steering committee holds October meeting
- November 2008:
  - Subcommittees and steering committee hold regular meetings
  - From this point forward, each steering committee meeting includes updates from each subcommittee

<center>8</center>

- December 2008:
  - All subcommittees have formulated written drafts of work plans for their respective areas of the strategic plan
- January-March 2009:
  - Subcommittees present draft plans to steering committee
  - Based on feedback from the steering committee, subcommittees continue to meet to refine their proposals
- April 2009:
  - Draft of entire strategic plan is presented to steering committee and all subcommittees for comment
- May 2009:
  - Strategic plan document is finalized and posted to the committee's intranet site
  - Funding decisions are made for 2009-2010 enrollment management strategies

Financial Plan
While enrollment management is a funding category included as a priority in the budget parameters adopted by the Board of Trustees for the 2008-09 fiscal year, at this phase, we anticipate that the implementation of this proposal will not have a significant financial impact or incur long-term fixed costs. We estimate that employee involvement (time and effort) will be the primary investment of this plan. However, should additional costs be identified to implement any of these strategies, appropriate funds could conceivably come from the 2008-09 budget for enrollment management.

Through efficient enrollment management, we will more closely align the growth of the college's programs, curriculum, course offerings, and classrooms with state and federal funding mechanisms to increase our growth revenues and facility funding. Ideally, this will result in more efficient scheduling of classes and reduce the number of classes that get cancelled for low enrollments while providing additional opportunities for students by expanding overall college course offerings and programs.

Communication—Goals and Strategies
A critical element to achieve our objective of "getting enrollment management on everyone's desk" involves communicating a constructive message, the content of which may be unfamiliar to some members of the campus community. To achieve this wide-level of communication, a variety of vehicles could be employed. One of the goals of communication is to modify the perceptions of campus members by re-branding or re-conceptualizing enrollment management with an emphasis on student success.

Our goals are to show all campus employees how their participation is relevant and vital to making the college successful at serving all student interests, needs, and opportunities and to engage each person in enrollment management activities related to their areas of expertise and interest.

In an effort to better help students, especially during the early weeks of the semester, one strategy to achieve our goal is to encourage all campus employees to wear name badges on a

daily basis throughout the school year. By clearly identifying who the employees are, the college is accessing an untapped resource that can be used to assist students as they learn the intricacies of our college system. This kind of student-centered effort that involves everyone on campus will help to set the tone for the rest of the year. A tag-line that can be used in this campaign is: Everyone matters in enrollment management – including you!

Following this, the tri-chairs of the enrollment management committee would "seize the day" by communicating information regarding the various campus-wide enrollment management efforts at all standing campus committee meetings, such as MAC, Division meetings, Faculty Senate, Classified Senate, CPT, CCC Advisory Committee, Full Cabinet, PAC-B, new employee orientation, and other standing and ad hoc committees listed in the Decision Making Guide, and at special events, such as Opening Day, All College Meetings, and Classified Appreciation Week.

Campus culture would be encouraged to incorporate an ongoing discussion that aligns the enrollment management team and other staff in a way that is indicative to inclusion and participation. Frequent updates should be provided to the entire campus regarding progress towards enrollment management goals. Communications should be personal and relevant and also provide tangible strategies for people to use that are tailored to their roles and meaningful to them.

Through this proposal, all employees will receive tangible items that help to assist students. For example, desktop icons with links to key student information (add and drop deadlines, phone numbers, resources, etc.) will be placed on each employee's computer, and laminated cards with similar information will be available and distributed to each college employee. Ideally, these items will be customized so they are meaningful and relevant to each employee's role.

As employees become more aware of the importance of enrollment management and are encouraged to participate, they will look for avenues to do so. The addition of formal subcommittees to the enrollment management planning process will play an important role by providing a structured mechanism for the development of ideas and, ultimately, the implementation of actions that all support enrollment management efforts.

All of these strategies combined will serve to get enrollment management on everyone's desk by actively involving everyone in the process.

SWOT

SWOT	
Strength (Internal)	**Weakness** (Internal)
• Inclusive • Puts EM on everyone's desk • Checks & balances (accountability) • Transparency • More ideas • Given current budget climate, resource allocations is critical • Creates structure for guidelines • Rotating sub-committee members creates fresh ideas	• Everyone is already busy - stretching resources • Potential for lack of focus • Rotating sub-committee members could result in a loss of institutional knowledge
Opportunity (External)	**Threat** (External)
• Increase communication • Engagement • Better functioning EM • Better facilities utilization • Closer to 525 - improve efficiency	• Not getting buy-in from existing EM committee • Political climate on campus • Faculty and other employees may not embrace EM goals • Structure can be stifling

Risk Management

Our proposal presents itself as a win/win situation with any minimal risk outweighed by the benefits. An increased campus-wide awareness of and involvement with enrollment management efforts would benefit the college by developing additional resources to promote and encourage enrollment and maximize our revenue stream.

However, to consider and prepare for a worst-case scenario, we should not overlook the possibility that some members of the campus community will interpret a renewed emphasis on enrollment management as simply a push for numbers to the detriment of quality rather than as an overall strategy to improve both the quality of and access to education. While we

acknowledge that this may occur, we believe that the overall objectives of enrollment management and the sharing of enrollment information are so critical to the life and sustainability of quality education at COC that they cannot be abandoned or discarded. While the message will be couched in terms that we hope will find wide-scale acceptance, it is critical that the message, nonetheless, gets on everyone's desk on a regular basis and permeates the culture of COC.

Appendices

Appendix A: Flower diagram
Appendix B: Blank outline of plan