

## Executive Summary

*“At the heart of all enrollment management challenges is the inherent tension between the college’s core value of student access and the harsh reality of fluctuating economic constraints.”*  
(Donald Berz EVP Long Beach City College)

In order to ensure its fiscal stability Los Angeles Mission College must be in a position to take decisive action regardless of the fiscal stability of the state, which provides the funding for the operations necessary for us to function as an institution.

### **Mission:**

The mission of Enrollment Management at Los Angeles Mission College is to use evidence-based strategies to attract and retain a population of students who meet and or will benefit from the college’s overall and programmatic goals for quality, quantity, and diversity in higher education.

### **Rationale:**

Each year we receive budgeted enrollment goals. We conduct numerous activities in hopes of attracting and enrolling students, and a few of those activities are tracked to determine their success or failure. When registration begins, we try to enroll as many students as we can in hopes of meeting or exceeding the credit hour targets. Whether good or bad it seems that registration happens to us. It is a challenge to predict who will enroll or whether or not we will meet the enrollment goals. With a Strategic Enrollment Management approach, we would make evidence-based decisions about where and how we intend to experience growth.

Responding to the questions below will lead to specific strategies, which will allow us to accomplish our goals.

- Are there programs that are under-enrolled and would benefit from additional students?
- Are there programs that need to be discontinued?
- Are there target markets (CTE) that we can develop and build?
- Do we want more students in distance learning?
- More diversity?
- What is LAMC’s institutional capacity?
- What is the capacity in each program?
- How can we best leverage financial aid to attract the students we want?
- Is the college ready to educate students who require extensive basic skills?

Los Angeles Mission College will build a comprehensive Strategic Enrollment Management Plan (SEMP) that

- learns from its history of random<sup>1</sup> decision making,
- builds on the current planning and efficiency model and
- uses a systematic set of activities and programming efforts to coordinate student recruitment and retention and other enrollment management initiatives for LAMC.

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<sup>1</sup> In the context of enrollment management in this document “random” refers to the absence of evidence or reliable data.

- Integrates with other planning documents
  - Strategic Master Plan
  - Educational Master Plan
  - Technology Plan
  - Facilities Master Plan

SEMP is a collaborative effort across the institution and driven by Academic Affairs and Student Services. Our current reactive approach to enrollment causes a great deal of stress during registration periods, and a measure of chaos. Utilizing the SEM approach would result in decision-making based on evidence, data and a high level of accuracy when it comes to predicting enrollment outcomes.

The Strategic Enrollment Management Plan will be built on our decisions and firmly tied to our mission.

**Current Mission Statement:**

The mission of Los Angeles Mission College is the success of our students. To facilitate their success, Los Angeles Mission College provides accessible, affordable, high quality learning opportunities in a culturally and intellectually supportive environment by:

- Encouraging students to become critical thinkers and lifelong learners
- Ensuring that students successfully transfer to four-year institutions find meaningful employment, improve their basic skills, and enrich their lives through continuing community education;
- Providing services and programs that improve the life of its immediate community

## **INTRODUCTION**

Enrollment management is a term used to describe aspects of community college planning that may be inclusive of:

- marketing programs, particularly new programs and programs with low enrollment, and recruiting students
- managing intake functions of admissions outreach and recruitment and registration
- managing policies that promote student success, particularly retention and persistence
- tracking student data for the purpose of creating more productive schedules, focusing on class fill rates
- scheduling classes in order to meet specific enrollment targets

Mission's enrollment management plan must focus on the scheduling of classes to meet the needs of the students while meeting enrollment targets at the same time recognizing that achieving these targets depends on the collaboration with scheduling, marketing, admissions, tracking, student success efforts and doing so within the financial boundaries of a balanced budget.

## **PURPOSE**

Enrollment management is a process by which students enrolled and class sections offered are coordinated to achieve maximum access and success for students. All enrollment management decisions must be made in the context of our mission and Educational Master Plan in addition to fiscal and physical considerations.

The purpose is to create a responsive, flexible, educationally and financially sound, research-based approach to enrollment management, which will protect the college and its educational programs not only during periods when state funding mechanisms and demographic trends are supporting enrollment growth, but also during periods when they are discouraging growth. Los Angeles Mission's growth enrollment efforts should help to ensure the following:

- The achievement of enrollment targets in order to obtain the maximum resources available to the college
- Maintenance of the greatest possible student access consistent with educational quality
- A well-balance and varied schedule, responsive to the needs of students and community and businesses
- A comprehensive, well-balanced and varied education program that is responsive to the needs of our students and community

## **BASIC PRINCIPLES**

- The enrollment management strategies should ensure that the college is as effective as it can possibly be, within the scope of its resources, in meeting the educational needs of the community and serving all of its diverse student segments.

- While the college is committed to meeting its enrollment targets in order to ensure the greatest possible revenue for its programs, it should do so in ways that support student learning, student success, and academic standards/quality.
- The college will pursue its enrollment strategies in close cooperation with the faculty to ensure that an appropriate balance is maintained in the curriculum between transfer, career and technical education, certificate, and basic skills classes and programs.
- The college has a special commitment to the entire K-12 system in the local area and to working with schools at all levels to ensure that students are encouraged to pursue post-secondary education and that they are well prepared to succeed when they do so.
- The college is committed to meeting the educational needs of the businesses to ensure a skilled workforce.
- While specific offices on campus have responsibility for administering aspects of enrollment management, in a more fundamental sense, enrollment management is everyone's responsibility; administration, faculty and classified staff play a critical role in every interaction they have with students or the public.

## **EFFICIENCY STRATEGIES**

- Establish a scheduling priority by discipline, category, degree or transfer or certificate requirement, basic skills, workforce, etc.
- Develop and implement a coordinated class scheduling process
  - Adjust schedule offerings in winter and summer based on Fall and Spring FTES targets and budget resources
- Institute enrollment management practices to maximize FTES generation at census
- Adjust maximum class sizes to optimize facility utilization in accord with educational integrity considerations and in accordance with the contract
- Develop plans that establish programmatic FTES goals and activities to achieve them
- Develop and implement strategies such as Basic Skills Action Plan to improve student retention and persistence rates.
- Focus schedule offerings primarily in Fall and Spring; with emphasis on Fall enrollments
- Gather and analyze data to ensure student's academic needs / demands are met
- Process for updating student educational plans
- Define and clarify data needs
  - Necessary to identify who our students are
  - To determine who has priority

## **2012-2015 STRATEGIC ENROLLMENT MANAGEMENT PLANNING STATEMENT**

The Los Angeles Mission College Enrollment Management Plan will help address the college's fiscal stability by increasing/decreasing enrollment strategically and efficiently. The 2012-2015 Enrollment Management Plan consists of goals that will be met by activities in the following areas:

- 1) Managing policies that promote student success
  - a) Retention
  - b) Education Plan
  - c) Persistence
  - d) Completions and transfer
- 2) Fiscal/Budget
- 3) Schedule management
  - a) Create more productive schedules
  - b) Focus on fill rates (including implications of scheduling cycles)
- 4) Schedule classes to meet specific enrollment targets
- 5) A marketing and communications plan for enhancing the following
  - a) New programs
  - b) Programs with low enrollment
  - c) Recruitment of students

At the heart of all enrollment management challenges is the inherent tension between the college's core values of student access, success and retention and the harsh reality of fluctuating economic constraints. The College must be in a position to take decisive action regardless of the fiscal stability of the state, which provides the funding for the operations necessary to operate the institution.

Mission's enrollment management plan for 2012-2015 focuses on scheduling classes to meet the needs of the students while meeting enrollment targets. It is important to recognize that hitting these targets depends on collaboration between scheduling, marketing, admissions, and tracking of student success efforts. The objective is to satisfy the demands within the financial constraints of a balanced budget.

Within this plan we intend to create a responsive, flexible, educationally and fiscally sound approach to enrollment management. We will use valid historical data regarding fill rates of sections, productivity and seat availability, as well other college plans and goals.

The Education Master Plan (EMP) will serve as the foundation for the Strategic Enrollment Management Plan (SEMP) for the College. There are 5 Goal areas in the SEMP which will align with the 4 goals of the Education Master Plan and the College's mission statement.

	<b>Enrollment Management</b>	<b>Educational Master Plan</b>
<b>Goal 1:</b>	<b>Access, Retention, Success and Outreach / Recruitment:</b> Provide comprehensive student support that enhances retention, persistence that leads to greater student success.	<b>Goal 1:</b> The college will ensure student recruitment, retention and success.  <b>Goal 4:</b> Improve students’ success in earning certificates and degrees, continuing their educations, seeking employment and attaining personal goals
<b>Goal 2:</b>	<b>Fiscal / Budget:</b> Plan academic offerings to meet student, regional and community needs that ensures the fiscal stability of the college.	<b>Goal 2:</b> Efficiently allocate resources to provide quality programs and courses that meet student needs.
<b>Goal 3:</b>	<b>Educational Direction and Responsiveness:</b> Maintain a quality academic structure that integrates the student into the learning environment of the college	<b>Goal 2:</b> Assess and modify educational programs, disciplines, and courses to promote student learning and maintain appropriate academic standards.  <b>Goal 3:</b> Assess and modify educational programs, disciplines and courses to promote student learning and maintain appropriate academic standards  <b>Goal 4:</b> Improve students’ success in earning certificates and degrees, continuing their educations, seeking employment and attaining personal goals
<b>Goal 4:</b>	<b>Schedule Management:</b> - Conduct regular analysis of enrollment data to guide how the college schedules course, activities, and programs to achieve its core mission.	<b>Goal 4:</b> Improve students’ success in earning certificates and degrees, continuing their educations, seeking employment and attaining personal goals
<b>Goal 5:</b>	<b>Marketing and Communications –</b> Implement internal and external systematic outreach efforts relevant to the mission, vision and values of the college.	<b>Goal 1:</b> The college will ensure student recruitment, retention and success.