The Enrollment Management Institute (EMI) is a vehicle to enable the Peralta Community College District to develop an enrollment management plan in order to meet the needs of its service area, and ensure that the district meets its strategic goals.
The Enrollment Management Institute is designed to develop and inculcate a systematic, integrated process to marketing, recruitment, admissions, enrollment, retention and completion.
INSTITUTE FOCUS

- A research-based approach that identifies and explicates best practices to improve the success of students.

- Promotes processes and programs to improve enrollment and student completion.

- Provide technical assistance and support to the colleges in the development and implementation of their enrollment management plans.
PROGRAM DESIGN

Conceptual
Think Tank - dedicated to exploring innovative approaches and supporting exemplary enrollment management strategies that improve institutional outcomes

Operational
1. “Ted Talks” - Introduce new ideas, models and processes toward enrollment management (faculty, staff, students, administrators and external subject matter experts)
2. Consultation - assessment and support (technical, facility, personnel)
3. Training and leadership development - on-site; district-wide; online
4. Contract/Continuing Education - Revenue generating
Strategy Map – Aligning Vision and Mission
Facilitate access to the campus & services

Create an internal marketing plan

Create vibrancy & build infrastructure

Integrate planning & implementation

Build a strong leadership team

Support an engaged workforce of students, faculty and staff
PERALTA COMMUNITY COLLEGE DISTRICT
Enrollment Institute
Map of Enrollment Institute Operational Objectives

Enrollment Institute Operational Objectives
- Student Recruitment
  - Brand Refreshment
    - Branding Focus: Knowledge = Success
      - Key: Get student input
    - Prospective Student Population Analysis
    - Success Criteria
    - Data-based Resource Allocation
      - Key: Get student input
    - Multi-media Communications
    - Site Visits to Prospective Student
    - Outreach
      - Involve students in outreach activities
    - Open House
    - Student Counseling
      - Engaged Counselors Focused on Student Success
      - Quick & Pleasant Experience
      - Ensure Enrollment Process is Efficient
    - Student Engagement
      - Instilling Ethics of Care for Students
    - Faculty Driven Engagement Linking Classroom & Career

- Student Enrollment
  - Enrollment Process
  - Establish Success Measures
  - Evaluate Results & Allocate Resources
  - Professional Mgt & Staff Training

- Student Success Services

- Institutional Support
  - Develop strategy to track Student Success Indicators
  - Improve Student Completion Rates
  - Research Student Satisfaction Issues
  - Measure & Analyze Impacted Completion Rates
  - Establish a Counselor Training Program
MOBILIZING FOR ACTION

✦ Creating the model structures and processes for institutional engagement.

✦ Identifying the criteria for measuring success.

✦ Implementing and monitoring the plan.
OPERATIONAL OBJECTIVES:

1. Identify, recruit and enroll prospective students
2. Connect students - to individuals, and services to facilitate their successful transition.
3. Engage students in and outside of the classroom - faculty driven and linking instruction with career (major)
4. Institutionalize an ethic of care - customer service
5. Provide professional development - training
6. Align resource allocations with results - evaluate
OPERATIONAL COMPONENTS

1. Framework of indicators - enrollment management capabilities assessment (EMCA); Benchmarks, KPIs, ROIs

2. Resource teams - expert consultation and implementation teams

3. Professional development - workshops/webinars/conferences

4. Integrated planning and budget allocation
ENROLLMENT MANAGEMENT TASK FORCE

To provide the policy and procedural guidance to the district’s enrollment management initiatives in the following areas:

1. Establish enrollment targets and strategies to achieve enrollment goals
2. Data-driven leveraging of resources including the development of an enhanced budget allocation formula
3. Monitor the activities and outcomes of the enrollment management initiatives and make mid-course corrections.

Composition:
College Presidents, Vice Chancellor for Educational Services, Deputy Chancellor
Vice Chancellor for Finance and Administration, Vice Chancellor for General Services, Associate Vice Chancellors for Admissions and IT, Director of Public Affairs
STEERING COMMITTEE

Implement the recommendations of the Task Force in coordination with the strategies of the Resource Teams. This includes creating and implementing action plans and, specific timeline to meet goals and objectives of the districts enrollment management initiatives.

Composition:

- Deputy Chancellor
- Vice Chancellor for Educational Services
- Associate Vice Chancellor for Admissions/Financial Aid
- Associate Vice Chancellor for Information Technology
- Director of Public Information
- College President or Vice President
Team 1: Research and analysis

Research Focus:
To conduct a rigorous analyses of student enrollment patterns, trends, and behaviors that facilitate the development and implementation of district and college enrollment management strategies that increase student enrollment, retention and completion.

Team Composition:
- VPI
- VPSS
- Researcher
- IT
- Student Intern
TEAM 2: MARKETING, OUTREACH, RECRUITMENT AND ENROLLMENT

Focus:
To develop the infrastructure to enable the colleges and the district to design data-driven and integrated marketing, outreach, recruitment and enrollment plans.

Team Composition:
- Public Information
- VPI
- VPSS
- Faculty
- Director of CTE
- Admission/Financial Aid
- Student Intern
TEAM 3: RETENTION AND COMPLETION

Focus:
To develop the infrastructure to enable the colleges and the district to implement data-driven and integrated approaches that improve equity and success in the following areas:

- ✔ Course Completion
- ✔ Student Learning
- ✔ Student Satisfaction

Team Composition:
- □ VPI (2)
- □ VPSS (2)
- □ Faculty (2)
- □ Staff (2)
- □ Student Intern (2)
TEAM 4: LEADERSHIP DEVELOPMENT

Develop the curriculum and structure for an enrollment management institute to designed to:

1. Inculcate best practices through the implementation of educational practices that increase student success,
2. Enhance the repertoire of knowledge and skills of staff, faculty and administrators
3. To introduce innovative approaches to increasing enrollment and completion

Composition:
- District DC/VCs
- College Presidents
- DAS President
- Classified Professional Senate President
- Student Intern
EMI RESOURCE TEAMS

Continuous Process Improvement

Research
Marketing and Outreach
Retention & Completion
Leadership Development
ENROLLMENT MANAGEMENT RESOURCE TEAMS

- Research
- Marketing & Outreach
- Leadership Development
- Retention & Completion
Coordinating the Process to Ensure Success

Accountability

Delineation and alignment of responsibilities and resources - district and college coordination:

- Resource teams - assess/feedback/plan
- On-site consultations - support
- Workshops and specialized training
PROPOSED INSTITUTE FORMAT

**FREQUENCY**

- Introductory session at the August Summit - short term enrollment management plans, composition of the EMI, Steering Committee, implementing the EMI

- Four to six half day sessions throughout the academic year.

**TOPICS/THEMES**

- Multiple Measures
- Student Enrollment Patterns
- Strengthening Retention through Integration and Collaboration
- Innovative Teaching and Learning programs
- Leadership Capacity Building
- Leveraging Community Partnerships
I. Goal:

Provide an assessment of the Colleges’ enrollment management capabilities. This assessment will serve as the foundation for creating a comprehensive enrollment management plan that meets or exceeds the aggressive enrollment goals as designated by the executive leadership of the College.

II. Objective:

To provide a high-level exchange analysis assessing the college’s enrollment management capabilities while ensuring that they are realistic and sustainable.
EMCA - Purpose and Design

Discovery - looking for a “culture of evidence” that supports the institution’s enrollment management plans:

1. Alignment between the institution’s plans and its actual implementation strategies?
2. Identifying strengths and weaknesses of the institution’s enrollment management capabilities through data collection and analysis including interviews with key stakeholders.
3. Fiscal, human resource, IT and facilities integration - TOC
EXAMPLE: BEST PRACTICES METRICS FOR OUTREACH AND RECRUITMENT

“Best practices” metrics are used to determine the colleges’ readiness to meet its enrollment management goals. These metrics include, but are not limited to the following:

1. Market research - environmental scans, focus groups, surveys for market segmentation strategies
2. Generating and managing the enrollment from inquiries to enrolls
3. Communication systems - messages, publications, tools to recruit and retain students, leveraging social media
4. Database management systems that support enrollment planning and decision-making - identifying process and technology enablers
5. Faculty involvement in recruitment and retention of students
6. Staff development and coordination between offices/ departments - team work, cross-functional teams, and support systems.
7. Data collection and analysis
8. Customer service orientation