Enrollment management must be a true institutional commitment and an integral part of strategic planning. It must include a clear articulation of institutional enrollment and retention goals, well beyond sheer numbers. A strategic enrollment management plan must align services and resources under the umbrella of a larger vision, and it must be data driven. To be effective, it must be a living plan that changes as institutional needs change.

Source: Collaborative Brain Trust
Higher Learning Commission

Criterion 4: Teaching and Learning: Evaluation and Improvement, Core Component C.1:

“The institution has defined goals for student retention, persistence, and completion that are ambitious but attainable and appropriate to its mission, student populations, and educational offerings.”
The Enrollment Management Task Force

• Looked at the current environment;
• enumerated the issues and made recommendations to address these;
• laid the foundation for the Strategic Enrollment Management plan.
Potential factors contributing to enrollment decline

• Economic Recovery
• Changes to Federal Financial Aid regulations
• Elimination of outreach coordinators
• Lack of marketing targeted at underserved populations
• Change in admissions standards
• Decline in number of high school graduates in Pima County
• PCC’s Probation
• Negative media coverage
• Competition from for-profit institutions
Potential sources for increasing enrollment

- Students transitioning from Adult Education
- Online education
- Non-traditional populations including residents over the age 25
- Recent high school graduates from Vail and Sahuarita schools, which have experienced significant enrollment increases since 2008
- Higher retention rates for current students
Task Force recommendations

• Community outreach should be refocused, expanded, targeted beyond high school, and be intrusive. The marketing component of outreach needs to be strengthened and increased as well.

• Contacting students who are near completion and assisting them in obtaining a certificate or degree.

• The College should institute student-facing (a.k.a. high touch) processes for financial aid.

• The College needs to create and implement a data analysis model to help drive enrollment management.

• The College should establish an office of Enrollment Management to oversee the implementation of the Strategic Enrollment Management plan.

• The College should hire an Enrollment Management consultant.
Enrollment Management consultant objectives

- Analysis of current processes, procedures and strategies around strategic enrollment management
- Recommendations for changes to processes, procedures, strategies and data collection
- Recommendations for implementation (including training and communication plans)
- Plans for sustainability
Enrollment Management Standing Committee

- Address enrollment management action items in the Strategic Plan
- Formulate a structure
- Establish awareness and support throughout the College
- Involve executive leadership
- Address vital issues
- Create goals and strategies
- Align with the budget process, assign responsibilities/accountabilities
- Use measureable statements and select key performance indicators
- Conduct follow-up, assess, revise and reassess
- Communicate with the College community
Questions?