

Modesto Junior College

Enrollment Planning and Management Plan

2008 – 2010

Introduction

During the past academic year, the Enrollment Planning and Management Committee has researched other colleges' and universities' enrollment management plans in order to compare structures, elements, and processes from their plans to inform decisions in creating an EPM Plan for MJC. A high point early in this process was learning from a webinar entitled "Proven Enrollment Management Principles and Practices," presented by Jim Black, Ph.D. This webinar was also presented and discussed during Fall Institute Day 2007. After substantial research and discussion, the EPM Committee members created work groups to discuss identified functions of plans with faculty and staff of existing MJC departments/programs and constituent groups that are already involved with aspects of an Enrollment Planning and Management (EPM) Plan. This phase allowed conversations to take place to conduct Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses by the various departments/programs and constituent groups as they related to creating the MJC EPM Plan. Using the EPM Plan framework presented in Dr. Black's webinar and other researched colleges' plans, such as Parkland College, faculty and staff in these areas were also involved in identifying the EPM Vision Statement; Mission Statement; and EPM Plan goals, objectives, strategies, and key performance indicators.

The Plan

The following table depicts the major components of the 2008-2010 EPM Plan. On the following EPM Plan pages, the reader can also see the Priority Level (Mission Critical, Essential, or Desired), Lead Responsibility, Audience, Timeline, and Key Performance Indicator(s) for each Strategy. As will be explained at the end of this plan, part of the assessment and reporting out process includes results and recommendations to create a cycle of continuous improvement for the next EPM plan and process. The EPM Work Group operates as a component of the Planning & Budget Committee.

Enrollment Planning and Management Plan 2008 – 2010

Vision Statement: Access, outreach, enrollment – the gateway to student success at MJC.

Mission Statement: The mission of Enrollment Planning and Management is to improve student access, recruitment, enrollment, retention, and persistence by using data-driven research and evaluation, culminating in the success of students.

<p>EPM Goal 1: Expand access to students.</p> <p><i>Objective 1. To expand and improve matriculation services to increase accessibility for all students</i></p> <p><i>Objective 2. To review and improve course scheduling patterns</i></p>
<p>EPM Goal 2: Effectively manage outreach, recruitment, and enrollment.</p> <p><i>Objective 1. To use strategic planning, student learning objectives, program review, and other data-driven research to continually evaluate and improve outreach services</i></p> <p><i>Objective 2. To increase outreach efforts to market to segments not being fully served at the present time</i></p> <p><i>Objective 3. To continue to improve the image of MJC in our community</i></p> <p><i>Objective 4. To centralize and formalize lead follow-up processes to improve customer satisfaction and conversion ratios in recruitment</i></p> <p><i>Objective 5. To increase enrollment</i></p>
<p>EPM Goal 3: Improve student retention and persistence.</p> <p><i>Objective 1. To increase the number of students completing the matriculation steps</i></p> <p><i>Objective 2. To increase the number of students completing and succeeding in courses and persisting</i></p>

ENROLLMENT PLANNING & MANAGEMENT MISSION CRITICAL STRATEGY STATUS REPORT							
College Strategic Plan Goal	Enrollment Planning & Management Goal Strategy	Target Completion Date	Status	Implementation Responsibility	Narrative/Comments (Include data elements and assessment of data elements)	Resources Used	Supports Accreditation Standard
2	Strategy 1.1.1: Schedule math and English/reading assessment tests on the same day. (Priority: Mission Critical)	Fall 09	FI/C	VPI, VPSS	MDTP and Accuplacer English are now scheduled on the same day.	Testing Center staff, ESL/Math faculty, researchers, Accuplacer software units of ESL and Math, Matriculation Funds	II: Student Learning Programs and Services
2	Strategy 1.1.2: Develop an online system to provide matriculation services to late registering students. (Priority: Mission Critical)	Fall 09	PI/C	VPSS	Application, advising, and registration are online. Steps are being taken to develop online orientation. Possible cost of \$50,000.	Admissions, Counseling, Welcome Center, and IT staff time; Consultant services will be used to develop orientation component.	II: Student Learning Programs and Services
2	Strategy 1.2.1: Review Program Review and other data concerning course availability. (Priority: Mission Critical)		IP	President, VPI, Academic Senate President	Pending review by IAC to determine student demand for course availability	AIE, IAC, Planning & Budget, Research & Planning	II: Student Learning Programs and Services
8	Strategy 1.2.2: Implement "Class Tracks" to effectively schedule classes for greater access. (Priority: Mission Critical)	Fall 09 & ongoing	NLR	VPI	This strategy was reviewed and not implemented due to the high cost and fact that it would not be effective.	College Fund II, District support to pay for annual license, IT staff support, District servers, hardware and software. Staff time for training.	II: Student Learning Programs and Services
8	Strategy 2.1.1: Create a college-wide marketing and recruitment plan with goals/objectives. (Priority: Mission Critical)	ongoing	IP	President, VPI, VPSS	MJC staff are working together to develop a college-wide marketing plan that will guide outreach activities.	Staff time from the Welcome Center, PIO, Tech Svcs. and Admissions.	II: Student Learning Programs and Services
2	Strategy 2.1.2: Research outreach tracking software. (Priority: Mission Critical)	Spring 09	FI/C	VPSS	Examined the Intellwork Software solution; Possible cost of \$30,000; Surveyed other community colleges.	Welcome Center and Admissions staff time.	II: Student Learning Programs and Services
8	Strategy 2.2.1: Keep MJC website fresh, interesting, up-to-date. (Priority: Mission Critical)	7/1/2009	PIC	VPI	We hired a web design consulting firm for MJC's new website and hired a front end web developer to complete the development. All divisions and depts have been actively working to update webpages and ensure accuracy of the information.	College Fund II Budget, Staff time for implementation, maintenance and training and IT Resources.	II: Student Learning Programs and Services
7	Strategy 2.2.2: Conduct elements of environmental scanning: demographic trends, service area high school data, top occupations/trends, unemployment trends in service area, transfer data, etc. (Priority: Mission Critical)	Spring 2009	FI/C	Director of Research and Planning	Environmental scanning data elements found in Institutional Effectiveness Report 2008 (including CCSSE survey data and ARCC data); Also, YCCD Research Work Group's "Highlights from Economic Modeling Specialists, Inc. Top 20 Occupations Report [and Matrix] 2008-2013" and "Yosemite Community College District 1st Census Enrollment and FTES Change Fall 2007 to Fall 2008 Weekly and Daily Sections Only."	YCCD Director of Research and Planning, Columbia College Director of Research and Planning, MJC Director of Research and Planning, and MJC Research Contract Person	I: Institutional Mission and Effectiveness, II: Student Learning Programs and Services, III: Resources, IV: Leadership and Governance
8	Strategy 2.3.2: Initiate college-wide customer service training. (Priority: Mission Critical)	Spring 2009 & ongoing	IP	President	Student Services has piloted a customer service program called the Disney Way. The college will consider the program for campus-wide implementation.	Staff time and staff-developed presentations.	II: Student Learning Programs and Services
2	Strategy 2.4.1: Create an internal marketing campaign to promote the Welcome Center as the place to which other departments and divisions can transfer/refer all inquiries and new students. (Priority: Mission Critical)	Fall 08	PI/C	Dean of Matriculation/Admissions & Records, Outreach, VPSS, VPI	The Welcome Center staff is in the process of establishing department liaisons to do just this.	Welcome Center staff and promotional materials.	II: Student Learning Programs and Services
2	Strategy 2.5.1: Hire additional faculty and staff to offer/support programs and classes in demand. (Priority: Mission Critical)	Spring 09	IP	President, VPI, VPSS, Academic Senate President	Hired a permanent Basic Skills Counselor; additional counselors and guidance classes are needed.	Counseling Center staff, BSI funds.	II: Student Learning Programs and Services
7	Strategy 2.5.2: Develop FTES information flow process. (Priority: Mission Critical)	Spring 2009	IP	VPI, Director of Research and Planning	Currently using FTES data from Datatel Crystal Reports from three different sources from the Dean of Instructional Services who personally disseminates these data to College Council, Enrollment Planning and Management Committee, and President's Cabinet. However, the YCCD Research Work Group (RWG - MJC Research and Planning Office, Columbia College and Central Services Research and Planning offices) is working in conjunction with Central Services IT to select and implement a Data Warehouse and a program that creates a Dashboard of Data Elements, including FTES, that can be set up for members of the college community to see and use. The RWG is waiting for the Assistant Chancellor of Information Technology and the IT Department to finalize the selection and implementation of the program that will create these systems for the colleges and central services.	YCCD Director of Research and Planning, Columbia College, Director of Research and Planning, MJC Director of Research and Planning, Assistant Chancellor of Information Technology, Central Services IT Department, and Vice President of Instruction, MJC Dean of Instructional Services	I: Institutional Mission and Effectiveness, II: Student Learning Programs and Services, III: Resources, IV: Leadership and Governance

MISSION CRITICAL

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	8	Strategy 3.1.1: Continue to promote and expand the Start Smart program. (Priority: Mission Critical)	ongoing	FI/C	VPSS	Start Smart activities were added to the spring 2010 registration process	Admissions, Counseling, Welcome Center, Testing Center, Research, Bookstore, Business Office, academic divisions and IT staff time. Matriculation funds,	II: Student Learning Programs and Services
	8	Strategy 3.1.2: Explore and justify making guidance a requirement for all first-time, non-exempt students during their first semester at MJC. (Priority: Mission Critical)	2009-10	NI	VPI, VPSS	The college will need additional counseling faculty to implement this objective; objective has not been implemented because the activity exceeds the resources available.	\$100,000/counselor; additional classroom space needed; additional office space	II: Student Learning Programs and Services
	7	Strategy 3.2.1: Provide queryable data sets for retention/success/persistence data and trend analysis by division/department. (Priority: Mission Critical)	Fall 2008	FI/C	Director of Research and Planning	Instead of utilizing a Data Warehouse for querying and creating these datasets, the Research and Planning Office utilizes Crystal Reports and Access/SPSS to access and create current retention, success, and persistence data and trend analyses. Program Review includes retention and success data by program, and the Research and Planning Office also creates and disseminates retention/success rates for the Top 25 FTES-producing Courses by terms for trend analyses.	Central Services Director of Research and Planning, IT Department, and MJC Director of Research and Planning	I. Institutional Mission and Effectiveness
	8	Strategy 3.2.2: Fully implement Scheduling and Reporting System Early Alert program to proactively retain students. (Priority: Mission Critical)	Spring 09	FI/C	VPSS	A college task force coordinated with SARS in developing and initiating a campus wide, online, academic alert program.	Matriculation funds, instructional and counseling faculty, IT staff, student services departments	II: Student Learning Programs and Services
ENROLLMENT PLANNING & MANAGEMENT ESSENTIAL STRATEGY STATUS REPORT								
ESSENTIAL	College Strategic Plan Goal	Enrollment Planning & Management Goal Strategy	Target Completion Date	Status	Implementation Responsibility	Narrative/Comments (Include data elements and assessment of data elements)	Resources Used	Supports Accreditation Standard
		Strategy 1.1.3: Identify and assist limited English-speaking students prior to their assessment testing. (Priority: Essential)	Spring 09	IP	Dean of Matriculation/Admissions & Records	The college is in the process of implementing Accuplacer for both the English/reading and ESL tests. The new test will be integrated so that limited English-speakers will be identified, based on their responses to test questions. These students will then be steered to ESL test, instead of the English/reading test.		
		Strategy 2.1.3: Coordinate database of prospective students. (Priority: Essential)	Fall 2008 & ongoing	NI	Director of Research and Planning	Due to overwhelming student enrollment, this strategy was not initiated at this time.		
		Strategy 2.2.3: Invite faculty members from MJC department-specific areas to promote their area. (Priority: Essential)	Fall 2008	FI/C	VPI, Dean of Matriculation/Admissions & Records	Faculty members were invited to the StartSmart orientations to introduce incoming students to their areas. Only a few areas (mainly Physical Education and Agriculture) took advantage of this program, so it has been discontinued.		
		Strategy 2.2.4: Provide analysis of data involving conversion and yield ratios. (Priority: Essential)	Fall 2008	IP	VPI, Dean of Matriculation/Admissions & Records	Data has been tabulated and distributed on yield rates. Conversion rate data tabulation is pending.		
		Strategy 2.2.5: Increase advertising budget to continue efforts to brand MJC advertising, class schedules, website, etc. (Priority: Essential)	2009-2010	NI	Director of Marketing & Public Relations	This was not implemented due to the severe budget reductions and the overwhelming growth in student demand, making increased advertising not a feasible strategy.		
		Strategy 2.2.6: Produce additional program rack cards. (Priority: Essential)	Spring 2009	NI	Director of Marketing & Public Relations/VPI	This was not implemented due to the budget crisis and printing budget reductions. This will not be a feasible strategy for the next 2-3 years due to the severe funding reductions experienced by the college.		
	Strategy 2.3.3: Create an online publication that chronicles the prestigious academic and personal accomplishments of MJC faculty, staff and students. (Priority: Essential)	Spring 2009	IP	Director of Marketing & Public Relations	As part of the Virtual Welcome Center website, a "Why MJC?" page is being created to address these types of announcements.			

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ESSENTIAL		Strategy 2.5.3: Collect and disseminate FTES data. (Priority: Essential)	Fall 2008 & ongoing	FI/C	AIE/IAC	Enrollment Management Administrator works with YCCD Internal Auditor to produce weekly enrollment report, showing graphical comparison to previous years. Report is emailed weekly to IAC and often forwarded to interested faculty and staff.		
		Strategy 3.1.3: Ensure that students understand what their assessment test scores mean. (Priority: Essential)	Fall 2008	FI/C	Dean of Matriculation/Admissions & Records	Pre and post surveys were done. Results are in the process of being tabulated and recorded.		
		Strategy 3.1.4: Analyze and report assessment placement data. (Priority: Essential)	Spring 2009	PI/C	Director of Research and Planning	In order to see where students placed in Math and English and schedule courses appropriately, data has been collected for high school students that tested on location at their school. Data for students testing on campus at MJC has not been included.		
		Strategy 3.2.3: Conduct elements of internal scans: Start Smart, Early Alert, etc. (Priority: Essential)	Spring 2009	PI/C	Director of Research and Planning	Elements of Internal Scans, such as Start Smart, Retention/Success Rates, Degree/Certificate Awards, Transfers, CCSSE, ARCC, Basic Skills, enrollment status, educational goals, BOG fee waivers, and student access, were conducted, except Early Alert.		
		Strategy 3.2.4: Check Program Review results to assess currency of programs and courses. (Priority: Essential)	Spring 2009	NI	AIE	Program review results have not been used to assess program and course currency. New zero-based budget process could reinvigorate this strategy.		
ENROLLMENT PLANNING & MANAGEMENT DESIRED STRATEGY STATUS REPORT								
DESIRED		Strategy 2.2.7: Schedule more flexible class options, such as online, short-term, weekend, etc., and promote them as short-term, high quality, affordable options. (Priority: Desired)	Spring 2009	IP	Director of Research and Planning	Due to financial limitations and impacted enrollment, the college has limited its pursuit of this strategy.		
		Strategy 2.2.8: Direct mail marketing - postcards mailed to targeted markets. (Priority: Desired)	Spring 2009	NI	Director of Marketing & Public Relations	This was not implemented due to the budget crisis and is not a feasible strategy for the next 2-3 years due to the severe budget reductions experienced by the college.		
		Strategy 2.2.9: Expand Student Ambassador program to accommodate community outreach opportunities. (Priority: Desired)	Spring 2009	NI	Dean of Matriculation/Admissions & Records	Lacks funding.		
		Strategy 2.3.4: Increase media exposure of college activities on site and in service area. (Priority: Desired)	Fall 2008 & ongoing	FI/C	Director of Marketing & Public Relations	This strategy was successfully completed based on the press releases sent out as the measurement indicator. The number of press releases sent out by the MJC Public Information Office increased from 110 in 2008 to 138 releases sent out in 2009.		
		Strategy 2.5.4: Offer more distance education, late start, flexible scheduling classes. (Priority: Desired)	Spring 2009	NI	VPI, Deans	This was not implemented due to budget reductions. We have not only been unable to expand class offerings, the college has had to reduce classes and eliminate most late start offerings. It will not be feasible in the next 2-3 years to expand classes in these areas.		
		Strategy 3.2.5: Study possible re-implementation of "College Hour" to facilitate activities, presentations, meetings (Priority: Desired)	Spring 2009	NI	President, VPI, VPSS	No study has been done. The condensed calendar seemed to be the limiting factor.		
		Strategy 3.2.6: Support Board policy of mandatory course syllabi. (Priority: Desired)	Spring 2009	FI/C	VPI Deans, Academic Senate	August 13, 2008, board approved policy 6225-The Chancellor established procedures to ensure that all YCCD students are provided with a written syllabus or electronic version during the first week of classes.		
		Name of Person Completing report						
		2/3/2010						