

# Santa Rosa Junior College

## Strategic Enrollment Management Plan Update

**Robert Holcomb, Ph.D.**

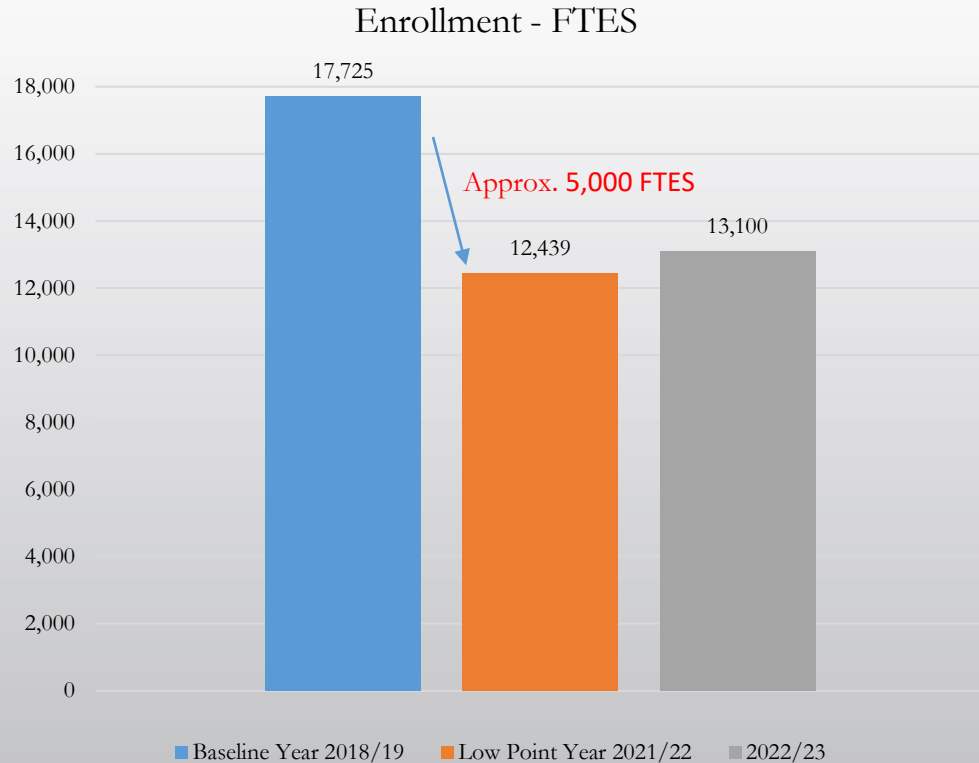
Vice President, Academic Affairs/Assistant Superintendent

Academic Senate Meeting

February 7, 2024



# Background



- 25% decrease in unduplicated headcount
- Headcount loss was more than 4 times greater among part-time students
- Sharp declines among certain student populations:
  - Noncredit Adult Education, ESL, College Skills, International, Dual Enrollment
- In 2022/23 enrollment increased to 13,100 FTES

# Background

## Fall 2022

Strategic  
Enrollment  
Management  
Plan (SEMP)  
developed

## Spring 2023

SEMP  
Implementation  
Team formed  
Prepared for  
implementation to  
begin in 2023/24

## Summer 2023

Attended SEM  
Academy  
UC San Diego  
School of  
Education  
Coached by  
Statewide experts

## Fall 2023

First semester of  
implementation of  
the SEM  
8.3% enrollment  
growth  
Average 6% annual  
growth is required  
to achieve 17,500  
FTES by 2027/28

# Seven Key Strategies



Schedule Development



Data Analysis



Organizational Alignment



Enrollment Recovery & Growth Areas



Marketing



Outreach, Engagement, Retention



Continuous Improvement



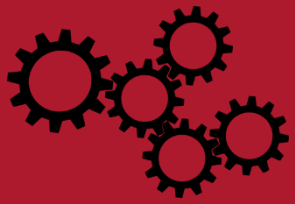
# Schedule Development

- Aligned Summer/Fall Schedule Development
  - Aligns Summer/Fall Registration Dates
  - Increased registration yield will take effect in Fall 2024
- Enrollment Management Summit
  - Academic Affairs Retreat, January 11, 2024
  - Department Chairs Council, other dates to follow



# Data Analysis

- Held Trainings
  - EMS software tool: fill rate, retention rates, productivity
- Incorporated Macro Analysis
  - Proof 1 to Proof 2
  - Evening courses, GE categories, instructional modalities, across District sites
- Integration with new SIS scheduling tools



# Organizational Alignment

- Updated Strategic Plan
- Submitted Guided Pathways Workplan
- Submitted Student Equity Plan 2.0
- Began Caring Campus Initiative



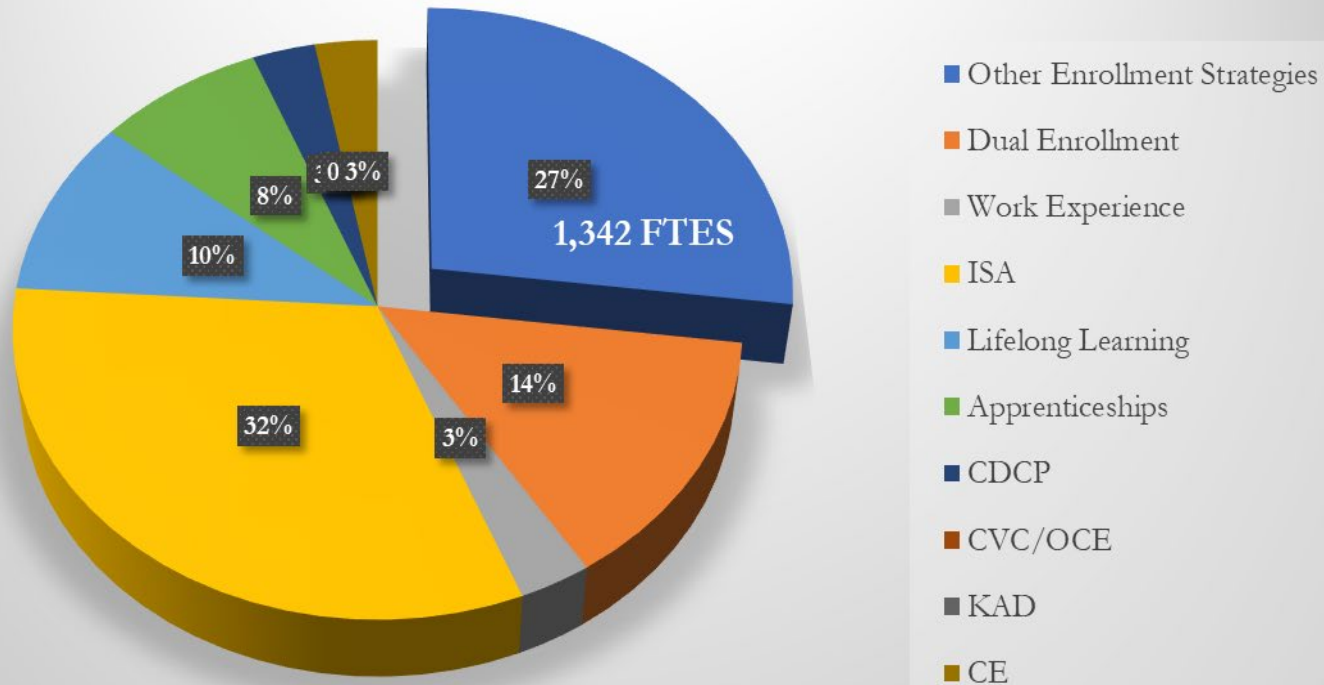
# Enrollment Recovery and Growth Areas

	<u>Fall 2022 FTES</u>	<u>Fall 2023 FTES</u>	<u>Percent Change</u>
Dual Enrollment	196	232	18.4%
Work Experience	597	614	2.85%
Instructional Service Agreements	625	618	-1.12%
SRJC Lifelong Learning	68	53	-22.06%
Incarcerated Students	.07	3.46	4,842%
Noncredit: Adult Ed., ESL, GED	885	929	4.97%
California Virtual College	N/A	N/A	N/A
Kinesiology, Athletics, Dance	159	168	5.66%
Career Education	2,161	2,281	5.55%



# Enrollment Recovery and Growth Areas

2027/28



5,000 FTES  
Enrollment Gap



# Marketing

- Enhanced Dual Enrollment webpage
- Specific social media campaigns for growth areas
  - KAD, Work Experience, Noncredit
- Rebranded Older Adults to SRJC Lifelong Learning
- Adopted Motimatic tool with Student Services



# Outreach, Engagement, Retention

- Motimatic
  - Stopouts (enrolled but left) and Applicants (applied but didn't enroll):
  - Fall 2023: 789 unduplicated students enrolled in 4,890 units with an average of 6.20 units per student
  - Spring 2024: 864 unduplicated students enrolled in 4,853 units with an average of 5.62 units per student
- Spring Back into Action
- Student Outreach
- Registration Support



# Continuous Improvement

- Ongoing evaluation and sharpening of SEM Plan
- Focus on data and benchmarks
- Steadfast equity-minded and student-centered focus

# Enrollment Management Implementation Team

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# Discussion



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