

# Santa Rosa Junior College Strategic Enrollment Management Plan

**Robert Holcomb, Ph.D.**

Vice President, Academic Affairs/Assistant Superintendent

Academic Senate Meeting

February 1, 2023



# Background

- Planning and Budget Council
- Enrollment Management Workgroup
- Comprehensive, Five-Year Plan
- 17,500 FTES by 2027
  - Aligned with Long Term Plan for Fiscal Stability

# Enrollment Management Workgroup

Josh Adams

Alice Hampton

Debra Riedmuller

Erin Bricker

Robert Holcomb

Jeremy Smotherman

Patty Collis

Cassandra Hillman

Abrea Tillman

Rima Dasgupta

Tara Jacobson

Kyle Wallstrum

Anne Donegan

Kate Jolley

Donn Webb

Robert Ethington

Jessica Paisley

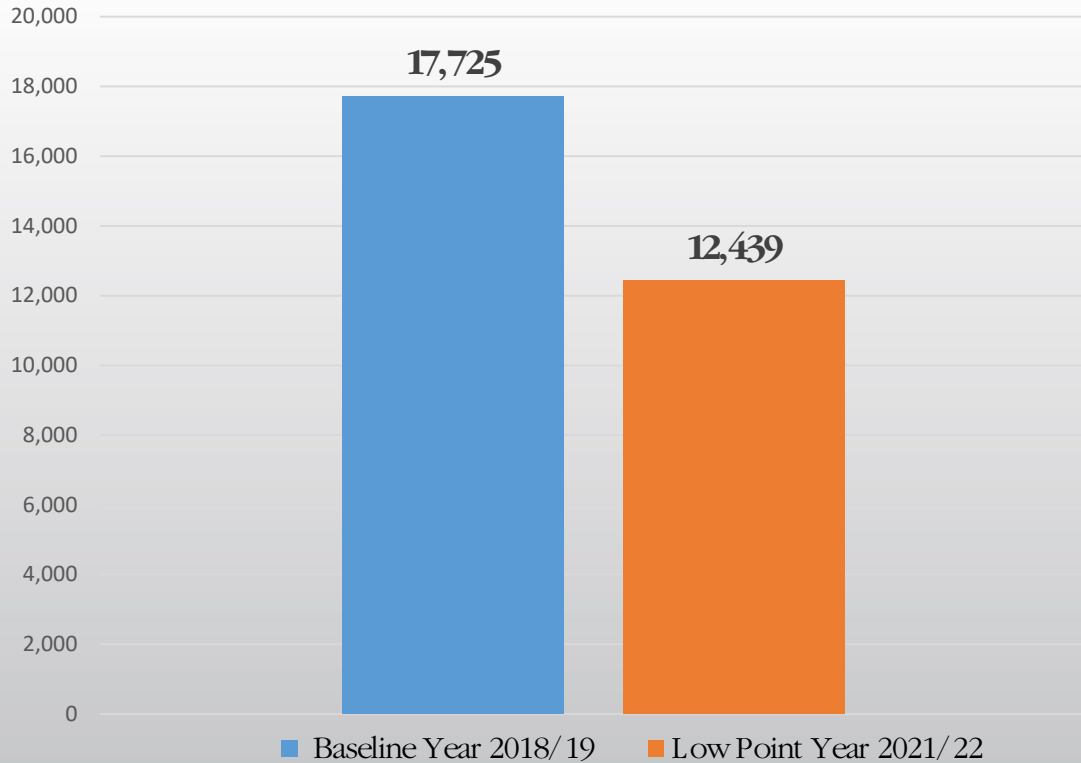
Cheri Winter

Vincent Hamilton

Nancy Persons

Catherine Williams

# Data Summary



Enrollment – FTES

- 25% decrease in unduplicated headcount
- Headcount loss was more than 4 times greater among part-time students
- Sharp enrollment declines among certain student populations:
  - Noncredit ESL, College Skills, Older Adults, International, Dual Enrollment
- Most of our local indicators are consistent with Statewide trends

# Seven Key Strategies



Schedule Development



Data Analysis



Organizational Alignment



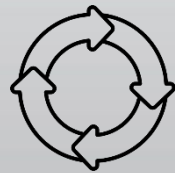
Enrollment Growth Areas



Marketing



Outreach, Engagement, Retention



Continuous Improvement



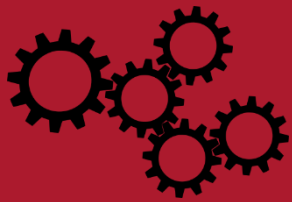
# Schedule Development

- Align Summer/ Fall registration dates
- Comprehensive, data-driven FTEF allocation model
- Implement consistent terminology in Schedule of Classes
  - Late-start class, hybrid course, learning community



# Data Analysis

- Training on metrics: fill rate, velocity rate, productivity, wait lists
- Consistent data metrics for student demographics, success rates, completion rates, etc.
- Timeline for reviewing data at key decision points
- Integration with new SIS scheduling tools



# Organizational Alignment

- Guided Pathways
- Caring Campus Initiative
- Integration of the Student Equity Plan
- Alignment with Strategic Plan



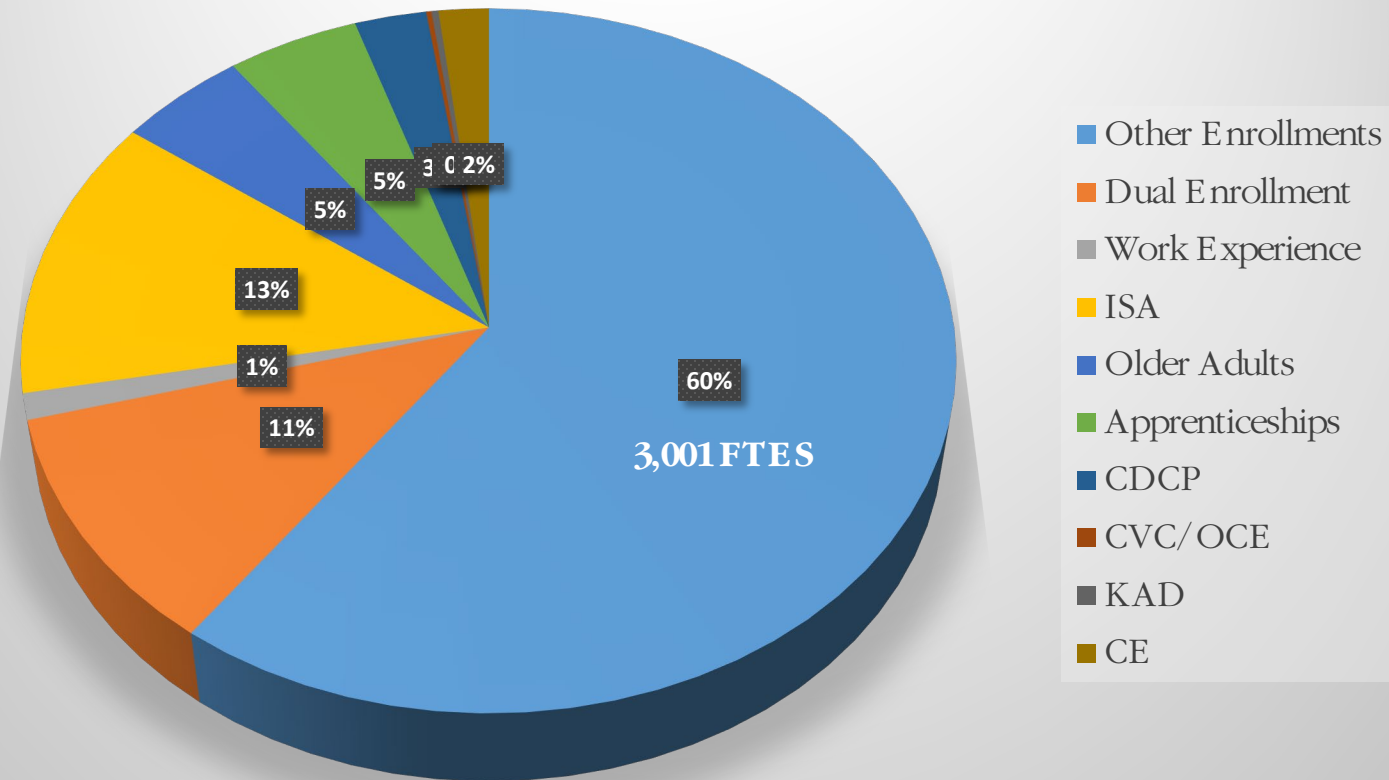


# Enrollment Growth Areas

- Dual Enrollment
- Noncredit
  - ESL, College Skills, Adult Education, Instructional Service Agreements (ISAs)
- Rebrand Older Adults as Institute for Lifelong Learning
- California Virtual Campus (CVC) Course Exchange
- Rising Scholars Program
- KAD Facilities

# Enrollment Growth Areas

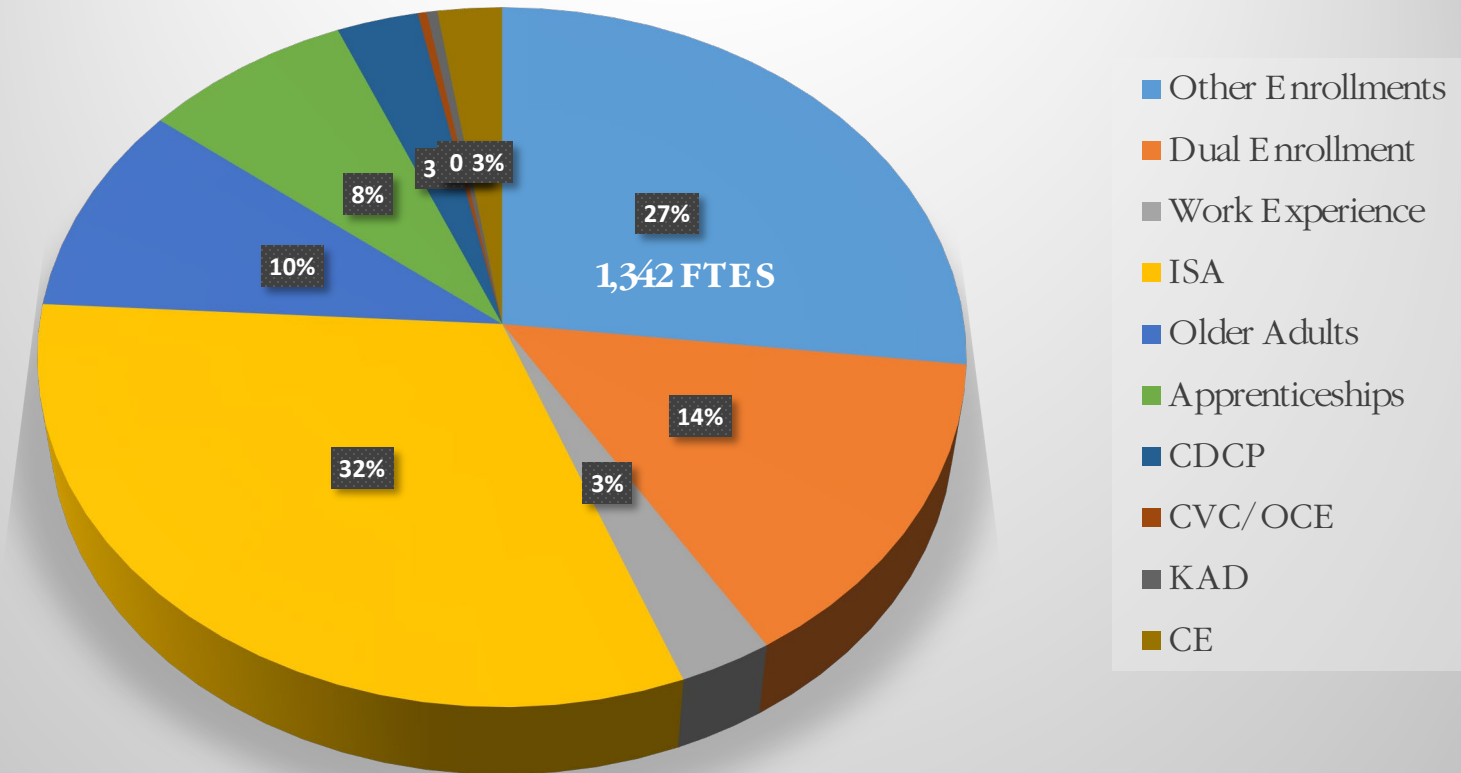
2022/ 23



5,000 FTEs  
Enrollment Gap

# Enrollment Growth Areas

2027/ 28



5,000 FTES  
Enrollment Gap



# Marketing

- Marketing Strategies to promote Enrollment Growth Areas
- Plan in development



# Outreach, Engagement, Retention

- Micro-retention strategies throughout Student Services
  - Majors Fair
  - Student Reentry or Re-engagement Initiative
  - Spring Back into Action, Welcome & Connect Center
  - Shift Club Sports to make them apportionment-generating
  - Registration support for specific student populations: noncredit, dual enrollment
  - Robust student equity strategies for historically underserved populations



# Continuous Improvement

- Ongoing evaluation and sharpening of SEM Plan
- Increase capacity and automate processes for SEM activities
- Steadfast equity-minded and student-centered focus

# Plan Implementation

- Begin plan implementation in Spring 2023
- Sunset Enrollment Management Workgroup
- Form Enrollment Management Implementation Team
- Weekly meetings, regular reporting out
- Strategic Enrollment Management Dashboard

# Enrollment Management Implementation Team

Josh Adams

Robert Ethington

Matt Markovich

Lisa Beach

Regina Guerra

Jessica Paisley

Bitá Bookman

Robert Holcomb

Byron Reaves

Beatriz Camargo

Tara Jacobson

Roam Romagnoli

Denise Cooper

Kim Kinahan

Vanessa Luna Shannon

Brad Davis

Sarah Laggos

Vayta Smith

Hector Delgado

Lauralyn Larsen

Jeremy Smotherman

Anne Donegan

Matthew Long

John Stover



# 2023 Enrollment Management Academy

- UC San Diego, Department of Educational Studies
- Monday, July 17 through Thursday, July 20, 2023
- Analyze local data, learn principles of enrollment management from field experts, how apply strategies toward reaching enrollment targets
- Team of 15 employees to attend

# Discussion



Robert Holcomb, Ph.D.  
[rholcomb@santarosa.edu](mailto:rholcomb@santarosa.edu)