
CRAFTON HILLS COLLEGE

ENROLLMENT MANAGEMENT PLAN 2008-2011

VISION STATEMENT: TO BE THE PREMIER COMMUNITY COLLEGE FOR PUBLIC SAFETY AND HEALTH SERVICE CAREERS AND TRANSFER PREPARATION

MISSION STATEMENT: TO ADVANCE THE EDUCATION AND SUCCESS OF STUDENTS IN A QUALITY LEARNING ENVIRONMENT

The Crafton Hills College Enrollment Management Plan was developed to address the recruitment, admission, retention and success of students.

GOALS:

1. INCREASE FTEs BY 8% EACH YEAR FOR THE NEXT 3 YEARS.
2. INCREASE RETENTION RATE BY 5% EACH YEAR FOR THE NEXT 3 YEARS.
3. INCREASE PERSISTENCE RATE BY 3% EACH YEAR FOR THE NEXT 3 YEARS.
4. IDENTIFY NEW PROGRAMS TO ATTRACT UNTAPPED STUDENT POPULATIONS.
5. INCREASE THE NUMBER OF STUDENTS WHO COMPLETE PROGRAMS/CERTIFICATES/DEGREES BY 10% EACH YEAR FOR THE NEXT 3 YEARS.
6. INCREASE PRODUCTIVITY BY CLOSING THE GAP BETWEEN CURRENT AND TARGETED PRODUCTIVITY INDICATORS BY 25% PER YEAR.

Strategy 1:	<i>Develop a First-Year Experience Program</i>			
Goals Addressed:	<i>2, 3, 4 and 5</i>			
Responsibility:	<i>FYE Work Group, VP Instruction, VP Student Services</i>			
Other Plans:	<i>BSI, Title V</i>			
Possible Funding Sources:	<i>BSI, Title V</i>			
Objectives	08-09	09-10	10-11	
Offer increased number of sections of CHC 100	6	8	10	
Develop plan for comprehensive First Year Experience Program	✓			
Implement plan for comprehensive First Year Experience Program		✓	✓	
Evaluate FYE based on persistence, retention, success, and student satisfaction.	✓	✓	✓	

Strategy 2:	<i>Develop Learning Communities Initiative</i>			
Goals Addressed:	<i>2, 3 and 5</i>			
Responsibility:	<i>Learning Communities Work Group, VP Instruction</i>			
Other Plans:	<i>BSI, Title V</i>			
Possible Funding Sources:	<i>BSI, Title V</i>			
Objectives	08-09	09-10	10-11	
Offer increased number and variety of learning communities.	12	TBD	TBD	
Successfully integrate student support services into learning communities.	✓	✓	✓	
Increase faculty and staff participation in learning communities.	✓	✓	✓	
Develop a written plan for learning communities.	✓	✓		
Evaluate learning communities based on persistence, retention, success, and student satisfaction.	✓	✓	✓	

Strategy 3:	<i>Offer Professional Development in Best Practices in Increasing Retention, Persistence and Success</i>			
Goals Addressed:	<i>2, 3, 5 and 6</i>			
Responsibility:	<i>Professional Development Committee</i>			
Other Plans:	<i>Title V, Professional Development Plan, BSI</i>			
Possible Funding Sources:	<i>Professional Development Funds, BSI, VTEA</i>			
Objectives		08-09	09-10	10-11
Design, offer and evaluate workshops on general topics of retention, persistence and success.		✓	✓	✓
Design, offer and evaluate workshops on topics of retention, persistence and success in basic skills.		✓	✓	✓
Design, offer and evaluate discipline-specific workshops on topics of retention, persistence and success.			✓	✓

Strategy 4:	<i>Develop Comprehensive Outreach and Marketing Program</i>			
Goals Addressed:	<i>1, 4 and 6</i>			
Responsibility:	<i>VP Instruction, VP Student Services</i>			
Other Plans:	<i>Educational Master Plan</i>			
Possible Funding Sources:				
Objectives		08-09	09-10	10-11
Develop plan for outreach and marketing efforts including leadership and coordination efforts.		✓		
Implement outreach and marketing efforts.		✓	✓	✓
Implement outreach and marketing plan.			✓	✓
Evaluate efforts based on retention, persistence, and success.			✓	

Strategy 5:	<i>Review and Revise Processes and Practices That May Negatively Impact Retention, Persistence and Success</i>			
Goals Addressed:	<i>1, 2 ,3 and 6</i>			
Responsibility:	<i>President</i>			
Other Plans:				
Possible Funding Sources:				
Objectives		08-09	09-10	10-11
Convene group to review current processes and practices		✓	✓	✓
Conduct usability study.			✓	
Identify potential problems and opportunities for improvement.		✓	✓	✓
Recommend changes in processes and procedures.		✓	✓	✓
Implement changes in processes and procedures.			✓	✓
Evaluate changes based on retention, persistence and success.			✓	✓

Strategy 6:	<i>Develop Alternative Delivery Programs (Evening, Weekend and Online)</i>			
Goals Addressed:	<i>1, 2, 3, 4, 5 and 6</i>			
Responsibility:	<i>VP Instruction, VP Student Services, Marketing/Outreach</i>			
Other Plans:	<i>Technology Plan, Distributed Education Plan, Outreach and Marketing Plan</i>			
Possible Funding Sources:				
Objectives		08-09	09-10	10-11
Assess current capacity and resources.		✓		
Develop and implement marketing and outreach efforts for current and future programs.		✓	✓	✓
Develop plan(s) for evening, weekend and/or online programs.			✓	
Implement(s) for evening, weekend and/or online programs.				✓
Evaluate program changes based on retention, persistence, success, and student satisfaction.				✓

Strategy 7:	<i>Identify and Attract Students to Programs with Growth Potential and Consistent with the College's Mission and Vision</i>			
Goals Addressed:	<i>1, 2, 3, 4 and 5</i>			
Responsibility:	<i>Instructional Deans, Marketing/Outreach</i>			
Other Plans:	<i>Outreach and Marketing Plan</i>			
Possible Funding Sources:				
Objectives		08-09	09-10	10-11
Evaluate and provide support to current programs with growth potential (e.g. Fine Arts, Teacher Prep).		✓	✓	
Identify and investigate new programs with growth potential (e.g pre-Engineering, GIS, Massage)		✓	✓	✓
Develop marketing and outreach strategies to attract students to these programs.			✓	
Evaluate programs and their effect on retention, persistence, success and student satisfaction.				✓

Strategy 8:	<i>Develop Low Unit Certificates and Achievement/Recognition Awards</i>			
Goals Addressed:	<i>1, 4 and 5</i>			
Responsibility:	<i>Instructional Deans, Dean Student Development, Faculty, Marketing/Outreach</i>			
Other Plans:	<i>Outreach and Marketing Plan</i>			
Possible Funding Sources:				
Objectives		08-09	09-10	10-11
Identify need for low unit certificates.		✓	✓	
Develop curriculum for low unit certificates if appropriate.			✓	✓
Develop outreach and marketing strategies for low unit certificate programs.				✓
Offer courses in low unit certificate programs.				✓
Investigate options of recognition (achievement) awards and implement if appropriate.		✓	✓	
Evaluate certificate and award effect on retention, persistence, success and student satisfaction.				✓

Strategy 9:	<i>Develop and Implement Effective Scheduling Plan</i>			
Goals Addressed:	<i>1, 2, 3, 4, 5 and 6</i>			
Responsibility:	<i>VP Instruction, Instructional Deans</i>			
Other Plans:				
Possible Funding Sources:				
Objectives	08-09	09-10	10-11	
Identify appropriate and effective scheduling practices.	✓			
Implement appropriate and effective scheduling practices.		✓	✓	
Analyze effect of course offerings and schedule on persistence, retention and success.		✓	✓	
Evaluate scheduling changes based on persistence, retention, success, and student satisfaction.			✓	

Strategy 10:	<i>Attract High Performing College-Ready Students</i>			
Goals Addressed:	<i>2, 3, 4,5 and 6</i>			
Responsibility:	<i>VP Instruction, VP Student Services, Instructional Deans, Honors Steering, Marketing/Outreach</i>			
Other Plans:	<i>Honors Institute, Outreach and Marketing Plan</i>			
Possible Funding Sources:				
Objectives	08-09	09-10	10-11	
Develop and implement written plan for growth and development of the College Honors Institute.	✓	✓		
Develop outreach strategies specific to high performing students, their counselors and parents.		✓		
Develop and implement pre-Engineering program.		✓	✓	
Develop and implement an integrated program of student support services for high performing students.			✓	
Evaluate strategies based on retention, persistence, success and student satisfaction.			✓	

Strategy 11:	<i>Increase Online Student Services (Application, Orientation, Counseling, etc.)</i>			
Goals Addressed:	<i>1, 2, 3 and 5</i>			
Responsibility:	<i>VP Student Services, Dean Student Development, Dean Technology and Learning Resources</i>			
Other Plans:	<i>Technology Plan</i>			
Possible Funding Sources:				
Objectives	08-09	09-10	10-11	
Assess current level of online student support services.	✓	✓		
Conduct needs assessment.		✓		
Develop plan to offer increased online student support services if warranted.		✓		
Implement plan to offer increased online student support services if warranted.			✓	
Evaluate services based on retention, persistence, success, and student satisfaction if warranted.			✓	

Strategy 12:	<i>Develop Programs and Services to Help Students Define and Reach Goals</i>			
Goals Addressed:	<i>3 and 5</i>			
Responsibility:	<i>VP Student Services, Dean Counseling and Matriculation</i>			
Other Plans:				
Possible Funding Sources:				
Objectives	08-09	09-10	10-11	
Develop a plan for Transfer/Career Center.		✓		
Implement plan for Transfer/Career Center.			✓	
Develop and implement plan for faculty advising.		✓	✓	
Evaluate programs and services based on retention, persistence, success and student satisfaction.			✓	

Strategy 13:	<i>Increase the Number of Students Working on Campus</i>			
Goals Addressed:	<i>2, 3 and 5</i>			
Responsibility:	<i>President</i>			
Other Plans:				
Possible Funding Sources:				
Objectives	08-09	09-10	10-11	
Conduct a feasibility study and needs assessment.		✓		
Identify funding source and develop plan.		✓		
Implement plan and offer increase number of campus jobs to students.			✓	
Evaluate effect of program on retention, persistence, success, and student satisfaction.			✓	

Strategy 14:	<i>Develop Support Services for Underserved Populations (Veterans, ESL, Re-Entry)</i>			
Goals Addressed:	<i>1, 2, 3, 4 and 5</i>			
Responsibility:	<i>VP Student Services, VP Instruction</i>			
Other Plans:				
Possible Funding Sources:				
Objectives	08-09	09-10	10-11	
Assess current level of service provided to underserved student populations.		✓		
Conduct needs assessment and cost/benefit analysis of increasing support services to these populations.		✓		
Develop plan to offer increased student support services to these populations.			✓	

Strategy 15:	<i>Develop Model for One Stop Delivery of Student Services</i>			
Goals Addressed:	<i>1, 2 and 3</i>			
Responsibility:	<i>VP Student Services, DREAMS Express</i>			
Other Plans:	<i>BSI</i>			
Possible Funding Sources:				
Objectives		08-09	09-10	10-11
Investigate options regarding a physical and/or virtual one-stop student support center.			✓	
Pilot "triage service center" concept.				✓