

## **ESSENTIAL COMPONENTS FOR ENROLLMENT MANAGEMENT**

The following 24 components are illustrative of an effective enrollment management programs.

### **Enrollment Management and Planning**

1. An enrollment management plan should be formalized through a strategic planning process.
2. Associate degree-track and certificate programs will require different approaches to enrollment management.

### **Enrollment Management and Organizational Activities**

3. A district-wide initiative should be involved in the enrollment management process.
4. Academic departments, working as units in consortium with the institutional enrollment management organization, should develop their own enrollment management plans.
5. Enrollment management plans should be under the direction of steering committee. Supervision of the functional units affecting enrollment should reside with a senior administrator in charge, but activities are directed by the steering committee.
6. Enrollment management should be under the direction of a senior administrator who has supervisory authority over all enrollment management functions organized within a division or areas. Where responsibilities maybe across specific areas co-leadership of enrollment management is feasible only when specific functions are clearly defined

### **Enrollment Management and Information Systems**

7. Effective enrollment management information systems require periodic operational audits (how information is used) of all offices impacting on enrollment to determine whether a clear understanding of information capture (how information can be shared) exists.
8. Enrollment management information systems should track student cohorts (a group of students having a statistical factor in common) longitudinally from prospective applicant through application, enrollment, retention, and alumni status. Colleges must fully implement tracking systems such as degree audits, and probation status.

### **Enrollment Management and Marketing/Recruitment**

9. Colleges should take a marketing approach to student recruitment that involves effective "positioning" (establishing a niche in the marketplace).
10. Academic departments should practice market segmentation by choosing the segments they wish to attract and developing recruitment strategies most appropriate for these segments.
11. Institutional market studies that utilize various research procedures must be conducted systematically to measure the effectiveness of such marketing strategies as "positioning" and "segmentation."
12. The most effective organizational approach to institutional marketing involves the appointment of a steering committee to coordinate marketing strategies and the assignment of personnel to execute the strategies.

### **Enrollment Management and Retention**

13. Each college and department of the institution should develop its own retention policies that relate to the campus wide retention effort.
14. In order to retain students, colleges must learn to identify the observable behavior cues and high risk factors (random course taking, indecisiveness, failure to reapply for financial aid) that are characteristic of at-risk, dropout prone students.
15. Retention research should be an ongoing process, not a one-time event that generates data for the purpose of evaluating the retention program.
16. Effective retention programs should include the development of specific retention strategies designed for the different student populations (segments) served by the institution.
17. Retention effort must be organized so that a campus partnership exists between various units on campus.

### **Enrollment Management -and Academic Program Review**

18. Program review (departmental self-study/academic and non-academic program review) should be used to bring strategic planning, strategic management, and enrollment management to the departmental level.
19. The academic review process, which is often poorly linked to recruitment and retention, should include these criteria: program quality, centrality to institutional mission, cost, need/demand, productivity, and program duplication.
20. The program review process should provide information for making decisions to continue or discontinue programs.

### **Enrollment Management and Financial Aid**

21. Developing an institutional aid packaging (institutional, state and federal) policy that meets the mission and goals of the institution represents a significant component of the strategic enrollment management plan.
22. Cross-training between key areas (broadening the knowledge base of staff in each area to facilitate command of all important factors in enrollment services) should be an ongoing effort that is vital to the success of a strategic enrollment management process.

### **Enrollment Management and Faculty/Staff Development**

23. On-going professional development training programs are an integral part of an effective enrollment management plan (The creation of an enrollment management institute, attendance/participation in enrollment management conferences, workshops and training programs).

### **Enrollment Management and Evaluation**

24. Evaluation of the enrollment management programs should include key performance indicators, quantifiable measures of success, to determine its strengths and weaknesses, opportunities and threats.

### **Institutional Capacity Assessment:**

- What are the colleges Enrollment Management Funnel (inquiries, applications, admits, enroll 3-5 years)?
- What are the Primary and Secondary markets for prospective students (market analysis)/
- What is the source of contacts (prospects) data?
- Segmented communication strategies including e-marketing strategies for the prospective contacts and current students.
- Enrollment Management coordinating structures (committees, workgroups)
- Territory management/placement of outreach/admissions/enrollment staff
- What are the colleges database management capabilities
- Relationships between Admissions/Financial Aid/Business Services
- Administrative capacity and support
- Budget/staffing
- Academic enrollment management plans