Strategic Enrollment Management

Peninsula College
2009-2014
Purpose

Strategic enrollment management (SEM) is a core element of institutional planning and budget development. The purpose of strategic enrollment management is to drive college enrollment through long-range planning. The goal is to meet or exceed established annual enrollment targets by (1) student population and (2) service area. This effort is directed by the College Strategic Plan and is organized into the following components: research, instructional programs, recruitment, retention and assessment.

Research

Provide meaningful data for long-range and annual planning.

Instructional Programs

Review, enhance, develop or restructure instructional programs based on long-range and annual planning.

Recruitment

Implement strategies for contacting, engaging, tracking and enrolling new students that respond to and support instructional program plans and service area demographics.

Retention

Implement strategies for tracking and supporting student progress that responds to instructional program plans and the College’s diverse demographics.

Assessment

Evaluate the extent to which enrollment strategies achieve intended outcomes.
Assumptions

The development and implementation of the College’s SEM Plan is guided by the following assumptions:

• Strategic enrollment management is systemic;
• Cross-college collaboration in all enrollment management functions will facilitate success; and
• Research and cost-benefit analysis informs the development and implementation of enrollment management strategies.

Expectations

• The College will continuously increase enrollment.
• The College will meet or exceed state-funded enrollment targets (allocations).
• The College will enroll students from out-of-district, both domestic and international.
• The College will align resources to achieve enrollment targets.
• The College will continuously adapt course and program mix.
• The SEM Plan will be guided by the projected demographics developed by local and state agencies.
• The College will respond to regional and state educational and training needs.
Goals

I. The College will attain enrollment targets and service levels by:

   Mission area:
   - Transfer
   - Professional and Technical
   - Basic Skills
   - Continuing Education

   Geographic region:
   - West Clallam County
   - Central Clallam County
   - East Jefferson County

   Demographic:
   - Less than a HS diploma
   - Some College but no degree
   - International student
   - Out-of-district domestic students
   - Working adults
   - Latino/a and Native Americans

II. Instructional programming will be developed to meet market demand and regional economic development efforts.

III. Instructional programming will be developed to address the College’s strategic priorities:

   - Global Awareness
   - Environmental Sustainability
   - Outreach to Diverse Populations
   - Rapid Change
   - Rural Economic Development

IV. The College will deliver baccalaureate degrees.
SEM Unit Plans

Instruction will

- Offer an interdisciplinary AA degree
- Offer a Liberal Arts bachelor’s degree with a variety of major options in humanities, social science and science
- Explore a BA in Elementary Education
- Offer a BAS Management degree on-line
- Offer a gerontology program
- Develop a program in health-care management
- Offer a program in network security
- Offer a program in sustainable agribusiness
- Offer basic skills instruction on-line with on-line support
- Offer community classes focused on independent green living
- Provide more program outreach to outlying rural parts of Clallam and Jefferson Counties where population is sparse
Create an IBEST program that combines GED completion and professional and technical programs

Offer a health-care program in the West End; potentially medical assisting or LPN

Explore creating a pharmacy tech program

Explore adding an LPN program or splitting Medical Assistant and Medical Billing programs

Explore hospitality or tourism certificate or have as an emphasis in BAS degree

Create an environmental sustainability track in the BAS program

Infuse environmental sustainability topics/programs in AA, AS, and AAS degrees

Offer a green construction program

Offer an alternate fuel program

Offer a degree in energy efficiency (nuclear, solar, wind, bio-energy)

Offer more affordable bachelor’s degree in environmental science

Offer curriculum which incorporates strategic initiatives
Retention will

• Create a comprehensive academic advising system
• Investigate cohort approach to retention for degree-seeking transfer and professional-technical students
• Build increased awareness of Financial Aid through events, print and digital media
• Develop a comprehensive learning center for full implementation in new Maier Hall
• Pursue grant-funded programs that focus on targeted student populations
• Integrate advising (academic, transfer, career and job placement) with services received in the Education Transition Center
• Provide training opportunities related to retention strategies

Recruitment will

• Utilize technology to engage and recruit students
• Utilize college website to engage and recruit new students
• Get prospective students to visit campuses
• Identify and prioritize out-of-district domestic and international demographics/markets
• Develop and implement specific actions for recruiting students by demographic group and geographic region
• Develop a specific recruitment plan for Professional and Technical, Basic Skills, and Continuing Education programs