Enrollment Management

Marketing Plan Discussion: 11/09/2022

EMC GOALS

- **Meet base funding level per the Chancellor's Office plus two percent annually.**

- Advancing students' progress towards successfully achieving their educational goals with integration of guided pathways.

- Increase percentage of full-time enrollment through effective scheduling and program planning

11,400 by 2024

- Need to get back over the 10,000 medium school threshold

- Return to pre-pandemic levels plus growth

- Need to advance student progress toward academic goals

- Increase full-time enrollment

Year	FTES
17/18	11,070
18/19	11,085
19/20	11,064
20/21 * covid	9,278
21/22 * covid	8,325
22/23	est 8,634
23/24	??
24/25	??

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How do we get to 11,400?

- **Increase Headcount by 10% in Fall 23, and 24**
  - Fall 2022 Headcount is 12,106. For reference AVC peaked 14,700 in Fall 2018. We want to get to 14,650 by Fall 2024. That is 10% growth for the next two fall terms.

- **Increase student load by 10%**
  - Currently our student load average is 6.8 units/semester. A 10% increase would put us at 7.5 units/semester. Many Guided Pathways plans call for 12+ units/semester AND summer classes.

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23/24	**10,343**
24/25	**11,377**

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Advertisement > Recruitment > Retention

- Utilize Enrollment Management to create an integrated recruitment schedule.
  - Focus on headcount growth for Fall. Retention for Spring.
  - When do we spend the bulk of our ad dollars?
    Recommendation:
    - 50% year around, 40% Fall enrollment (spring, summer), 10% Spring (November)
    - Focus on Digital and Outdoor Advertising, decrease traditional buys
  - How do we better tie advertising to recruitment?
    - -

Grow Innovative Programs and Schedule:

More Online Sections: This is what the majority of students want, when onlines are full in our schedule, students go elsewhere.

Most studies show that around 75% of college students want some or all of their classes online, right now AVC is around 20% of sections online; representing 30% of ftes. AVC should set a goal of somewhere between 40-55% online offerings.
        Almost all of AVC schedule growth should occur in online sections.

Encourage students to take more units per semester: For fall, the average student load was < 7 units. AVC has the headcount now to meet our FTES goals, but students need them to take an additional course/semester.

Many STEM Guided Pathways plans require 12+/semester AND summers. This will take a large effort from Academic Affairs(Scheduling and Deans), Counseling, Admissions, but is the best way to meet FTES goals.

If every counselor reached out to their part time students for spring to add one class, we could bump up higher than fall

Grow Innovative Programs and Schedule(cont):

"Rolling" Course Start dates: Many colleges have deemphasized the semester start dates, with 16, 12, 10, 8 weeks, etc classes. Students can create a class schedule that feels like a class is available any time.
This helps with bringing in new students after the semester starts and not losing to other colleges. Additionally offers options for compressed learning schedules (i.e. Double 8s) to potentially increase student load.

With a consistent "rolling" schedule, the college can advertise "classes starting now!" "classes to meet your schedule!" for working adults, displaced workers, etc. This will be incredibly valuable in the looming economic downturn/recession.

Zero Period/After the bell HS programs: Increase the Double Up program. Create after the bell vocational intro classes (business, health careers, etc). With late start HS law now fully in place, zero period is a tremendous opportunity. Many districts are running robust zero period programs. Additionally, zero period classes create an AVC pipeline of students.
8 high schools x 5-10 sections/semester = 80-160 sections per year. It has the potential for hundreds of FTES.

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Grow Innovative Programs and Schedule(cont):

Maximize Vocational Enrollment: Entry level courses should be targeted at 90-95% enrollment levels. With vocational advertising dollars retargeted to digital campaigns, the college can quickly readjust marketing to specific programs. AVC is utilizing Perkins money to accomplish this beginning spring 2023. This is will require close working relationships between vocational deans offices and marketing dept.

Keeping the entry level courses in vocational programs close to full should help to keep programs fully enrolled for best use of faculty resources in vocational programing.

Marketable Cohort programs: We do a good job with support cohorts, but could develop cohort based on program, interest, availability (double 8s, honors academies, ADts, summer internships, etc) These would be set programs with added perks, but require students to be in a set schedule, i.e. in person one/day week, online the rest; 15+units/semester and paid summer internship, all online with a social aspect built in, etc.