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LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM

Received  
APPROVED

TO: Dr. Monty Sullivan  
LCTCS President

FROM: Dr. Emily Campbell  
Chief Enrollment Management Officer

SUBJECT: For Board Review and Advise ment: Revisions to LCTCS Policy #1.033-  
"Enrollment Management"

DATE: September 21, 2020

slr 10/14/20  
LCTCS BOARD OF SUPERVISORS

**FOR BOARD REVIEW AND ADVISEMENT:**

**Recommendation:** Staff recommends that the Board accept for review and advise ment the attached revisions to LCTCS Policy #1.033- "Enrollment Management."

**Background:** The need to grow enrollment through comprehensive enrollment management strategies has become increasingly vital as our colleges have become more reliant upon tuition dollars to support operational costs. In response, the President's Advisory Council of Chancellors (PACC) recommended that the Chief Student Affairs Officers (CSAO's) develop a comprehensive definition of enrollment management. The CSAO's, in turn, developed not only a comprehensive definition (which incorporates all of the students our colleges serve- credit, workforce, and adult education); but they also developed core principles, a code of conduct for the implementation of enrollment management, and a requirement that all LCTCS colleges develop and implement five-year strategic enrollment management plans. In addition, the CSAO's request that the System Office support colleges in the development and implementation of their plans through training, data gathering, and the development of data dashboards.

**History of Prior Actions:** LCTCS Policy #1.033- "Enrollment Management" was originally adopted on 11/13/2002. It has not been revised since its initial adoption.

**Fiscal Impact:** N/A

**Benefits to the System:** The revisions to Policy #1.033 will provide a framework for the development and implementation of strategic enrollment management practices across all colleges, which in turn will lead to increased enrollment.

  
Approved for Recommendation to the Board  
Dr. Monty Sullivan

10-14-20  
Date

**LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM**  
**Policy # 1.033**

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**Title: Strategic Enrollment Management**

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Authority: Board Action

Original Adoption: 11/13/2002

Effective Date: 11/13/2002

Last Revision: Initial

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~~"Enrollment Management" refers to the systemic planning, monitoring and continuous improvement practices as applied to all student enrollment operations; and strategies and programs that provide opportunities and services to enhance recruitment, retention and graduation rates for all students planning to attend a post-secondary institution.~~

~~Four stages in the evolution of enrollment management at any given institution include:~~

- ~~• A **nominal level** is when enrollment management is simply a new label for a mostly traditional, business-as-usual approach to college recruitment and admissions.~~
- ~~• A **structural level** characterizes institutions that have reorganized themselves to achieve a greater integration, efficiency, and effectiveness among the various offices directly responsible for enrollment outcomes.~~
- ~~• A **tactical level** is achieved when the focus shifts from internal coordination and integration to a more forward-thinking, outward-looking effort, linking enrollment management more directly to revenue goals and academic program planning.~~
- ~~• A **strategic level** is achieved when an institution embraces enrollment management as a comprehensive planning process and fuses it with the development and positioning of the institution and its academic programs.~~

~~All LCTCS institutions are encouraged to meet the structural or higher level of enrollment management and should monitor their enrollment activities through their regular evaluation and planning process.~~

Strategic Enrollment Management (SEM) is a data-informed, intentionally designed, college-wide system of policies, procedures, strategies and activities that work together to support the recruitment, enrollment, retention and graduation/transfer of a diverse population of students (credit, non-credit/workforce, and adult education).

There are 5 core principles of SEM:

1. utilization of marketing techniques in admissions/recruitment;
2. an understanding that student retention is as important a part of enrollment efforts as student recruitment;
3. utilization of campus-based financial aid to achieve enrollment goals;
4. an understanding that empirical research and data analysis must guide efforts; and

5. an understanding that SEM often requires structural change to the organization to ensure that various functions are integrated and organized.

All institutions should strive to implement SEM practices that:

1. Adhere to the principles of nondiscrimination and equality without regard to race, color, creed, gender, sexual orientation, age, disability, religion, or national origin.
2. Represent LCTCS and its member colleges without vested interests or personal bias.
3. Communicate an accurate interpretation of admissions criteria, educational costs, financial aid availability, and major offerings to assist prospective students in making an informed decision.
4. Develop and implement effective management systems that will ensure integrity, confidentiality, security of institutional records, and provide an accurate interpretation of such information.

To ensure that SEM is utilized at every LCTCS college, each college shall, no later than July 1, 2021, submit to the LCTCS Office a five-year SEM Plan. Colleges shall submit new plans by July 1 every five years thereafter. Each SEM Plan should incorporate, at minimum, the following elements:

1. An overall evaluation of college-wide data (qualitative and quantitative) used to develop the SEM Plan
2. An overview of marketing strategies to be used in admissions/recruitment, as well as goals for new or returning student enrollment each year, broken down by student type and by various demographic groups
3. A plan for increasing retention and progression, and goals for increased retention and progression each year, broken down by student type and by various demographic groups
4. A plan for utilizing financial (including institutional) aid to achieve enrollment goals per LCTCS Policy #5.025

To support colleges in implementing their SEM Plans, the LCTCS will provide:

1. Annual strategic enrollment management training
2. Assistance with data gathering
3. Assistance with the development and maintenance of data dashboards so that progress toward strategic enrollment management goals can be assessed

# LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM

## Policy # 1.033

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