

West Los Angeles College

Academic Affairs Enrollment Management Plan

Aligned with the Educational Master Plan:

1. *Institutional commitment to student learning*
2. *Effective Basic Skills program*
3. *Success in Vocational Education*
4. *Diversified modes of instructional delivery*

Focus on Academic Excellence

Strategic Focus on Students

1. Create schedule that supports students who carry full time loads
2. Create schedule that meets student demand
3. Encourage students to identify a major or program
4. Encourage athletes to complete coursework each semester, and to return the next semester
5. Create Veterans cohort program, to include credit for service

Strategic Focus on Programs, Classes and Outcomes

1. Increase average class size in all delivery program modes: ACT; Classroom-based WSCH, DSCH, and PA; Emeritus College; Free College; Jumpstart; LRC; Online; Weekend College
2. Increase program completers and transfers
 - a. Implement FTEF allocation model based on FTES history and projections
 - b. Implement policy about 34 average class size as a goal
 1. advanced classes—After meeting with the Educational Policies and Standards Committee, a draft proposed definition was developed:
Advanced courses have two prerequisites that are transferable courses. Advanced courses are required in a Certificate, Degree, or major.
Until the Senate and the AFT complete their work on the definition of advanced courses and the definition and the official list of courses is approved, this working definition will be used.
 2. classes with approved enrollments lower than 34:
Some programs may have fewer than 34 average class size for reasons such as state and federal laws or regulations, or accrediting agencies; division facilities or number of work stations, or where equipment, supervision or safety requirements restrict class size; or where the Chancellor grants an exception based on the recommendation of the College President
3. Design program roadmaps
4. Optimize class schedules to make full time enrollment possible
5. New program / satellite development
 - a. Beverly Hills High School
 - b. LAX Site
6. Outreach, recruitment and marketing
 - a. Jumpstart strategy – recruits ‘the best and the brightest’ and increase full-time students from the high school graduation population.
 - b. Increase the number of high schools for outreach and recruitment plus student services. Outreach can be at more high schools than at the number limited by the concurrent enrollment agreement.
 - c. Increase outreach to high schools in Spring
 - d. Coordinate Seven Bridges in summer session with spring high school outreach

- e. Increase Student Services to high schools in spring semesters
- f. Increase Student Services hosting of high schools at the college

Operational Focus

1. Minimize low-enrolled classes
 - a. Effective schedule preparation
 - b. Criteria for cancelling classes
 - i. Enrollment less than 15
 - ii. Advanced classes
 - iii. Classes in new program
 - iv. Classes offered in alternate terms
 - v. Enrollment in class in prior like term at census was less than 15
 - c. Measure of successful class scheduling: fewer numbers of class cancellations and class additions; a trend to increase average class size; increased persistence and completion
 - d. Goal: cancel classes 10 days before the beginning of the session
2. Special considerations in class cancellation
 - a. Combined classes
 - b. Contract Education classes
 - c. Vocational education classes with low limits required by accreditation or facilities
 - d. New programs
 - e. Disciplines offered only in high schools
3. Capture and report all positive attendance hours
4. Convert instructional programs' free workshops to FTES-generating, noncredit classes
5. Review services in Student Services that can be converted to FTES-generating classes

Marketing and Recruitment

1. Coordinate marketing with programs that have high level of commitment and low enrollments. Coordinate marketing also with programs that have ample seats in the classrooms.
2. Feature programs comprehensively thematically. Examples include "West Celebrates the Arts," "Teaching and Learning Excellence," Featured Students who graduated, transferred, who have notable accomplishments in their careers, New Programs in implementation and development.
3. Increase marketing and recruitment to high schools to enroll new full-time students in Fall 2009.
4. Feature faculty's teaching and student service excellence

New Program Development

1. Continue to seek funds to support the development of new courses, programs, and services, such as additional TRIOs; ETP for AMT, Pharmacy, IATSE; NSF for Science and Math especially; Dept. of Justice; Homeland Security (in administration of justice and related programs); Dept. of Defense for programs that support Latino and African American students in science and math; Title V grants that support faculty, curriculum development and technology; CCRAA in transfer and green technology and environmental science and studies; City and State funding programs for new development;
2. Implement a new direction for the International Student program that has three parts— Students studying at West, students studying online, and students studying online who in the course of their program study at West as well.
3. Grant and foundation support to assist in preparing students for college transfer courses and in assisting students to transfer to four-year colleges and universities.

4. Grants and donations to assist the college in technology applications such as equipment, software, and staff training and development