



Naugatuck Valley Community College

ENROLLMENT MANAGEMENT

Master Plan

2010 - 2013

September 2012

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N VCC MISSION...

Naugatuck Valley Community College offers quality, affordable education and training in response to evolving community needs by providing opportunities to individuals and organizations to develop their potential.

N VCC VISION...

At NVCC, the word “community” is central and our students are considered our most sacred trust and our finest asset. Collaboration within and outside the confines of our immediate surroundings defines our actions and is the base for the rich intellectual, educational, cultural and civic-minded experiences we provide our students.

To view the NVCC Strategic Plan: 2010-2013, please visit nv.edu/strategic



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Introduction

Upon completion of the Strategic Plan, work ensued on the Enrollment Management Plan by bringing together key interested parties who understood that engagement of the entire college community was paramount to the success of our students. Although many critical enrollment components fall under the umbrella of the Student Services Unit, research studies have found that the scope of work that spans from recruitment to graduation should be a college-wide priority. Based on this principle and by virtue of this understanding, the newly developed Enrollment Management Team was convened to include a cross-section of Student Services as well as Academic Affairs professionals.

Three committees -- Recruitment, Retention and Graduation -- were responsible for researching how we should organize ourselves for the future, what new initiatives and goals we should implement, who should be responsible for meeting the goals, and what anticipated outcomes could be projected. We agreed that our work would be informed by background information from many internal as well as external resources.

Committee chairs Linda Stango, Director of Admissions; Ben Mattheis, Director of Student Development Services; and Joan Arbusto, Registrar guided the work of their groups to develop action plans. The committees met to discuss their initiatives and work plans with the vision of creating a document that would provide guidance and future direction to those who are charged with the annual work of enrolling, retaining and graduating NVCC students. There are many variables that will impact our success, but the work plan is designed to be flexible with the goal of meeting our outcomes. The Enrollment Management Team predicts that by building our goals around external environmental opportunities and internal strengths we likely will experience growth and success. Pivotal to the plan is that all of our human and financial resources remain stable, and strategically channeled to support our outcomes.

Summary

The Enrollment Management Plan is a planning guide that supports the mission, vision, leadership and strategic direction of the NVCC Strategic Plan. The initiatives are action-oriented and timeless because they can be retooled annually. It is our hope that the plan will help us accomplish our optimum enrollment to graduation goals because it is understood that these outcomes directly correlate with our overall viability and success. Ultimately, the Dean of Student Services will be responsible for oversight of the plan by working with the Dean of Academic Affairs, Directors of Admissions, CAPSS, Financial Aid, Registrar and Division Directors to implement this plan.

The charge was to set up working groups that focused on activities and data that purposefully addressed issues that affect student recruitment, retention and progress to graduation. Some of which include the following:

1. Recruitment/marketing models (Admissions)
2. Comprehensive academic advising (CAPSS/Student Affairs)
3. Review of the new academic initiatives that address retention to graduation (Academic Affairs)
4. Institutional monitoring of interventions to enhance retention to graduation rates per academic major (Division Directors)

The Recruitment Committee developed strategic initiatives and goals toward meeting our projected outcomes. All of this was based on the assumption that we could grow each year. This work will be done through outreach and communication plans, by inviting faculty to assist with recruitment, and by using technology in new and different ways to implement our work. In addition, the Retention Committee agreed that retention initiatives should cooperatively be worked on by the Academic Affairs and Student Services Offices because of our growing collaboration on the College-wide Advising Program, and the First Year Experience Program.

Lastly, the Enrollment Management Team agreed that our greatest achievement will be to prepare NVCC students to graduate. Therefore, the entire college community must unite to collaboratively support students until graduation.



Mission of Enrollment Management

The mission of the Enrollment Management Team is to develop a plan that seeks to systematically use data to set new goals that align with NVCC Strategic Plan outcomes.

Vision of Enrollment Management

The vision of the Enrollment Management Team is to maximize enrollment services at NVCC by implementing a 21st century sustainable model of success that leads to increased graduation rates.

Strengths and Opportunities

In an effort to understand some of our strengths and opportunities, we held a round table discussion about new or on-going activities that support the work of enrollment. This exercise will be repeated annually because NVCC is a vibrant and continuously changing institution.

Strengths

1. Responsive to student and community educational needs
2. Strong partnerships between the Academic and Student Services Offices
3. Strong partnerships with business and industry
4. Strong partnerships with high schools in the service region
5. New Academic Units structured to take advantage of future STEM and grant opportunities
6. New First Year Experience Program
7. New Honors Institute Program
8. New initiatives in developmental math and English-Statway, Express Start, Fast Track, Accelerated Math Project
9. New evening bus service for Waterbury students
10. ACE usage and impact on academic achievement
11. Campus beautification and enhanced infrastructure attracts new students
12. Expanded New Student Orientation Program

13. Expanded schedule on Saturday and Sunday as well as 6:30 a.m. classes
14. Increased numbers in Danbury location
15. Revitalized Center for Academic Planning and Student Success
16. Weekly Evening Administrator assigned to support evening students.

Opportunities

1. Re-accreditation by NEASC
2. Advanced Manufacturing Training Program grant
3. Space for growth in Danbury and Waterbury
4. Increased opportunities to raise private dollars through Office of Community Engagement
5. Increased opportunity for growth from Waterbury as outreach continues at the high schools
6. Increased student and staff diversity to reflect the community in which we are located
7. New merger (CT State Colleges and Universities) because of the potential opportunities to partner
8. Create a master marketing plan
9. Use the web to reflect new campus dynamics
10. Expand phone system for enrollment volume and use text messages
11. Explore automated calling systems for outreach to students during the enrollment period
12. Design a self-service testing and advising on-line appointment database

Demographic and Environmental Information

Per the 2010 Census Data Report, the Waterbury population is reported to be 110,366. The Census Data Report states that throughout the last decade the Caucasian population in Waterbury (58.8%) has declined from 53,483 to 46,036. Although there is a steady decline in many populations in Waterbury there is a steady increase in the Hispanic, African American and Albanian communities. Specifically, Hispanics currently make up 30% of the city's population, and African Americans make up 17.6% which is reflected as a growing population in our college data. Danbury is a key city in our service region that has a population of well over 66,000. This growing city is home to our Danbury Center

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and is deemed the next highest priority for enrollment because it has many low-income residents who can reap the many benefits the college offers.

A report presented to the NVCC community by Orlando Rodriguez from Connecticut Voices for Children, a state non-profit agency, about the shifting demographics in the Waterbury, Danbury and NVCC region demonstrated that the minority population and specifically Hispanics are the fastest growing population in the region. It is obvious from his analysis that we should track our success and growth with the Hispanic and African American population, and build a plan that identifies strategies to attract this growing population to the college.

Overall, the Enrollment Management Team decided that we must consider the composition of our demographic area and environment, so that we can develop successful strategies that will help us to attract first-generation, low-income, traditional-and non-traditional-age students who can benefit from an NVCC education.

NVCC Service Region Snapshot

- 74% of students enrolled at NVCC for the Fall 2011 reside in the NVCC service region
- 57% of our students are female and 43% are male
- 26% are drawn from areas outside the region
- 83% of new incoming students for Fall 2011 were from the NVCC service region
- 17% of the NVCC incoming students are drawn from areas outside the region
- Of all the students who reside in the NVCC service region and attend Connecticut Community Colleges, 91% attend NVCC

Top Enrollment Comes from Ten Towns

Waterbury	Southbury
Danbury	New Milford
Naugatuck	Prospect
Wolcott	Bethel
Watertown	Seymour

The 2010 NVCC Strategic Plan contains ten anticipated outcomes some of which fall in the areas of enrollment, retention and graduation. Therefore, this plan is developed to align with those very important anticipated outcomes. Page 5 shows the enrollment management goals that are disaggregated into traditional, non-traditional, on-line and Danbury student populations for which data could be collected, and reported by the Office of Institutional Research. Students are reported as full-time equivalent (FTEs) or heads. For purposes of clarification, a full-time equivalent is defined as a student who is taking 12 credits or more, and heads is the number of students attending.



NVCC Strategic Plan Anticipated Outcomes			
	Baseline	Mid-Point Result	3-Year Target
FTE Enrollment will increase by 30%	4,044	4,429	5,257
Retention rate will increase by 20%	56%	54%	67%
Graduation rate will increase by 100%	510 awards	642 awards	1,020 awards
Certificate completion rate will increase by 100%	51 awards	251 awards	102 awards
Graduation Total		983	1,150 newly projected

Enrollment Management Master Plan Goals

Recruitment:

Goal 1: To increase the enrollment of the traditional 24-year-old-or-less student population.

Goal 2: To increase enrollment of the non-traditional 25-plus-year-old student population.

Goal 3: To increase the on-line enrollment of both traditional and non-traditional populations.

Goal 4: To increase FTE enrollment in Danbury.

Retention:

Goal 1: To increase the traditional age student retention rate.

Goal 2: To increase the non-traditional student retention rate.

Graduation:

Goal 1: To increase graduation rates to meet the 100% completion rate.

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Enrollment of Target Populations

Goal 1: To increase the enrollment of the traditional 24-year-old-or-less student population.

After examining the traditional-aged population, we project growth through pathways which include new, re-admits and transfers. Further, as the Waterbury population trends grow and diversify we likely will experience added growth in first-generation students. Operationally, the Admissions Office has increased recruitment activities by assigning additional staff, improving the communication plan, and increasing outreach to the feeder schools.

Enrollment Goals for growth <i>(estimated data in italics)</i>		
Traditional Student 24 (<) Years	Fall FTE Enrollment	% FTE Growth from Base
2009	2,897	Base Year
2010	3,137	8%
2011	3,137	8%
2012	3,475	20%
2013	3,766	30%

Goal 2: To increase enrollment of the non-traditional 25-plus-year-old student population.

After examining our adult population, we planned on growth because the economy in our region has not improved, and unemployment remains around an average of 10%. Although this population is likely to enroll part-time and take longer, they tend to excel, persist and graduate. In addition, our potential to expand this population will be driven by our ability to implement new recruitment and marketing initiatives.

Enrollment Goals for growth <i>(estimated data in italics)</i>		
Non-Traditional Student 25 (>) Years	Fall FTE Enrollment	% FTE Growth from Base
2009	1,147	Base Year
2010	1,238	8%
2011	1,292	13%
2012	1,376	20%
2013	1,491	30%



Goal 3: To increase the on-line enrollment of both traditional and non-traditional populations.

The goal is to increase on-line enrollment by reaching out into our service region and beyond, “To provide relevant academic offerings that meet the need of the global economy and the workplace.” Expanding support to the Distance Learning Program is a solution to accomplishing the first goal in the Academic Master Plan which extends a flexible schedule to both populations.

Enrollment Goals for growth <i>(estimated data in italics)</i>		
On-Line	Fall FTE Enrollment	% FTE Growth from Base
2009	263	Base Year
2010	265	1%
2011	261	-1%
<i>2012</i>	<i>315</i>	<i>20%</i>
<i>2013</i>	<i>395</i>	<i>50%</i>

Goal 4: To increase FTE enrollment in Danbury

The growth in Danbury has been vast. However, it is practical to project an increase based on the planned expansion of the space, class schedule, increased evening and weekend hours, and support services. This will be accomplished through outreach, recruitment, marketing and public relation efforts in the Greater Danbury region.

Enrollment Goals for growth <i>(estimated data in italics)</i>		
Danbury	Fall FTE Enrollment	% FTE Growth from Base
2009	141	Base Year
2010	248	76%
2011	361	156%
<i>2012</i>	<i>361</i>	<i>156%</i>
<i>2013</i>	<i>500</i>	<i>254%</i>

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Summary of Enrollment Goals <i>(estimated data in italics)</i>				
Overall	Fall FTE Enrollments	Fall Heads Enrollments	Non-Traditional Student 25 (>) Years	Traditional Student 24 (<) Years
2009	4,044	6,725	2,487	4,238
2010	4,375	7,195	2,562	4,633
2011	4,429	7,361	2,671	4,690
2012	4,851	8,004	2,767	5,237
2013	5,257	8,675	3,000	5,675

Danbury and on-line enrollments are included in the non-traditional and traditional population count.

Recruitment Projections

Recruitment Projections <i>(estimated data in italics)</i>	
Traditional Student 24(<) Years	Recruited Heads New, Transfer,
2009	1,854
2010	1,983
2011	1,958
2012	2,100
2013	2,275

Recruitment Projections <i>(estimated data in italics)</i>	
Non-Traditional Student 25(>) Years	Recruited Heads New, Transfer,
2009	844
2010	815
2011	768
2012	925
2013	1,000



Recruitment to Registration Plan

The plan has been developed to include goals that will be implemented in the following areas: admissions, internal and external communication, publications, marketing, web, social media and financial aid. The plan will be measured by comparing Fall and Spring against prior-year historical data. At the beginning of the enrollment period, outcomes will be reported by the Director of Admissions on a weekly basis for applicants who convert to newly admitted students. Similarly, the new and continuing registrants will be reported by the Registrar.

Recruitment to Registration Plan		
Initiatives	Leader(s) for Implementation	Anticipated Outcomes
Launch an expanded annual recruitment communication plan.	Admissions Department/ Director	Recruitment plan will be reviewed and updated to improve communication with all new, re-admit and transfer students.
Establish an outreach plan to assign and track faculty and staff participation in recruitment.	Division Directors/ Admissions Director/ Departments	To increase traditional and non-traditional outreach efforts.
Plan an Annual Spring Open House for Fall enrollment.	Academic Affairs/ Admissions Department/ Directors	To increase education of students, parents and counselors about NVCC program offerings.
Research virtual tour on the web of Admissions Orientation.	Admissions Department/ Director	With the support of the Web Master and IT build a virtual tour on the web.
Increase contact with students by linking data to Banner Student Module.	Admissions Department/ Director	Increase contact with new students.
Build a minority and non-traditional outreach plan.	Admissions Department/ Director	To increase the number of minority and non-traditional student enrollment.
Produce electronic newsletters for principals and guidance counselors in our service region.	Admissions Department/ Director	To improve communication with the educational leaders in our service region.
Redesign Admissions and Enrollment Guide view piece.	Marketing/Admissions Department/ Director	To increase public interest in the college and applications.
Work with Marketing staff to ensure marketing plan supports recruitment activities and enrollment goals.	Marketing /Admissions Department/ Director	To reach enrollment goals through improved coordination with Marketing unit.

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Recruitment to Registration Plan		
Financial Aid Goals	Leader(s) for Implementation	Anticipated Outcomes
Plan a joint series of workshops at schools and hold special events related to educating students and parents about admissions and financial aid.	Financial Aid and Admissions Directors	Improve education about admissions and financial aid opportunities to Waterbury, Danbury and feeder school students.
Plan a joint series of workshops at community agencies, churches, housing authorities, workforce development offices to educate non-traditional populations about admissions and financial aid.	Financial Aid and Admissions Directors	Improve education about admissions and financial aid opportunities to Waterbury, Danbury non-traditional populations.

Retention Projections of Target Populations

Retention goals for traditional and non-traditional target populations are encompassed in all recruitment goals.

Retention Projections <i>(estimated data in italics)</i>			
First Time / Full Time (FT/FT entry term)	Fall FT/FT Cohort (Heads)	Retained Fall to Fall Heads	Retained Fall to Fall (%)
2009	951	533	56%
2010	1,003	546	54%
2011	955	570	60%
<i>2012 - 2013</i>	<i>1,050</i>	<i>700</i>	<i>67%</i>



Goal 1: To increase the retention rate of the traditional 24-year-old or less student population.

Student Services and Academic Affairs Units will provide a New Student Orientation Program, academic advising, early warning alert interventions, First Year Experience classes, mentoring support, and referral to counseling and tutorial support services which are all initiatives that support retention.

Retention Projections <i>(estimated data in italics)</i>			
Traditional Student 24(<) Years	Fall FTE Enrollment	Fall Heads 1.5 Conversion	Retained Heads Continuing Re-admits
2009	<i>2,897</i>	<i>4,238</i>	<i>2,384</i>
2010	<i>3,137</i>	<i>4,633</i>	<i>2,651</i>
2011	<i>3,137</i>	<i>4,690</i>	<i>2,732</i>
2012	<i>3,475</i>	<i>5,237</i>	<i>3,137</i>
2013	<i>3,766</i>	<i>5,675</i>	<i>3,400</i>

Goal 2: To increase the retention rate of the non-traditional 25-plus-year-old student population.

Increased collaboration between the Academic Affairs faculty and Student Services staff will provide an expanded New Student Orientation Program, evening academic advising and counseling support, and early warning alert interventions. Further, scheduling a rich array of evening and weekend classes supports non-traditional students' ability to persist to graduation.

Retention Projections <i>(estimated data in italics)</i>			
Non-Traditional Student 25(>) Years	Fall FTE Enrollment	Fall Heads 2.0 Conversion	Retained Heads Continuing Re-admits
2009	<i>1,147</i>	<i>2,487</i>	<i>1,643</i>
2010	<i>1,238</i>	<i>2,562</i>	<i>1,746</i>
2011	<i>1,292</i>	<i>2,671</i>	<i>1,903</i>
2012	<i>1,376</i>	<i>2,767</i>	<i>1,842</i>
2013	<i>1,491</i>	<i>3,000</i>	<i>2,000</i>

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Summary of Retention Goals <i>(estimated data in italics)</i>					
Overall	Fall Enrollment	Non-Traditional Student 25 (>) Years		Traditional Student 24(<) Years	
Enrolled	Headcount	Continuing	All New	Continuing	All New
2009	6,725	1,643	844	2,384	1,854
2010	7,195	1,746	815	2,651	1,983
2011	7,361	1,903	768	2,732	1,958
<i>2012</i>	<i>8,004</i>	<i>1,842</i>	<i>925</i>	<i>3,137</i>	<i>2,100</i>
<i>2013</i>	<i>8,675</i>	<i>2,000</i>	<i>1,000</i>	<i>3,400</i>	<i>2,275</i>

Retention Plan

This plan was developed to include goals that will be implemented in the following areas: academic advising, late start classes, First Year Experience, non-degree students, high school interventions, and early warning alert intervention services. Academic year-end comparison data will be reported by the Director of Institutional Research to the Dean of Student Services.

Retention Plan		
Initiatives and Goals	Leaders for Implementation	Anticipated Outcomes
Every credit-seeking student will have an assigned academic advisor.	Director of Center for Academic Planning and Student Success and Coordinator of Academic Advising	Increase retention rates by assigning advisors.
Every credit-seeking student will have an assigned academic advisor within two weeks after the beginning of "Late Start" classes.	Director of Center for Academic Planning and Student Success and Coordinator of Academic Advising	Increase retention rates by assigning advisors to "Late Starters."
New first-time students will have an advising hold to preclude registration without professional advice.	Directors of Admissions and Center for Academic Planning and Student Success	Increase retention rates by early advising each on the selection of courses.



Retention Plan		
Initiatives and Goals	Leaders for Implementation	Anticipated Outcomes
All students enrolled in the First Year Experience (IDS H101) will be assisted by the IDS Instructor for their first semester of advising. All will be required to meet with their academic advisor before registering.	Center for Academic Planning and Student Success, Coordinator of First Year Experience and Academic Unit Directors	Increase retention rates by making FYE mandatory.
Part-time students who have not yet finished high school (e.g. Home Schooled, Principal to President Scholars) will have an Admissions Counselor assigned as their academic advisor to assist with transition to NVCC.	Admissions and Center for Academic Planning and Student Success	Increase retention rates of part-time students.
All non-degree-seeking students will have a CAPSS advisor assigned to assist with matriculation.	Center for Academic Planning and Student Success	Increase retention rates by focusing on registering non-degree students.
Early warning support referrals will be solicited from instructors of all first-time students.	Center for Academic Planning and Student Success, First Year Experience Coordinator and ACE Director	Increase retention rates by tracking early warning notices.
A college-wide focus will be placed on student advising for the month prior to registration for the next term. Advising hold status will be reported periodically.	Center for Academic Planning and Student Success, First Year Experience Coordinator, Academic Unit Directors and Registrar	Increase retention rates by advising faculty early about holds.
Liberal Arts and General Studies students at 30 credits will be assigned seasoned advisors to work on building their plan to graduation.	Academic Unit Directors and Faculty Advisors	Increase the number of graduates in two of our highest enrolled programs.

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Retention Plan		
Initiatives and Goals	Leaders for Implementation	Anticipated Outcomes
Assign a transfer counselor to work on the ConnSCU "Going Back to Get Ahead" Initiative.	Center for Academic Planning and Student Success	Increase number of re-entering students by following up on leads in the ConnSCU database.
Credit-seeking students with the potential to accrue greater than 44 credit hours at the end of term will be contacted to participate in graduation reviews and transfer events.	Center for Academic Planning and Student Success and Academic Unit Directors	Increase graduation and transfer rates.
Implement new articulation agreements as recommended by ConnSCU system.	Center for Academic Planning and Student Success and Academic Unit Directors	To transfer increased number of graduates to partners in the ConnSCU system.
Enhance new student retention orientation and build additional student life activities.	Director of Student Activities	Increase overall retention of entire student population.

Graduation Plan

NVCC is a performance-based institution that understands the importance of internal and external accountability to our students and community. The graduation plan was developed to include goals that will be implemented in the following areas: Early alerts to potential graduates from CAPSS, new coordination of graduation application processes, and enhanced coordination with institutional research to ensure that students are provided with accurate audits of their transcripts.

Graduation Plan Anticipated Outcomes			
	Baseline	Mid-Point Result	3-Year Target
Graduation rate will increase by 100%	510 awards	642 awards	1,020 awards
Certificate completion rate will increase by 100%	51 awards	251 awards	102 awards
Graduation Total		983	1,150 newly projected



Graduation Plan		
Initiatives and Goals	Leaders for Implementation	Anticipated Outcomes
Establish a new practice of tracking all applications in Banner preserving each record by graduation date for tracking purposes.	Records Department	Increase graduation rates by tracking applications.
Establish a new process of maintaining a control sheet for each applicant to codify and permit easy identification of pending issues.	Registrar/Associate Registrar	Increase graduation rates by codifying applicants and identifying them with ease.
A year-long schedule of academic offerings will be available to assist advisors in planning course sequence for students to keep them on the full-time track.	Academic Council	Increase graduation rates by following a full-time Fall and Spring course schedule.
Lists of FT/FT students will be run after the enrollment freeze date each Fall and distributed by CAPSS to advisors.	Institutional Research, Registrar/CAPSS/Unit Directors	Increase graduation rates by providing current reports of FT/FT enrollments.
Advising holds to be put on students with greater than 45 credits to ensure comprehensive advising.	Registrar and Director of Center for Academic Planning and Student Success	Increase graduation rates by advising students that they have 3 or 4 classes left to graduate.
Create a pre-audit check for applications being submitted to Records and entered into Banner.	Registrar/Director of Center for Academic Planning and Student Success	Increase graduation rates by encouraging an audit sign off from advisor or appropriate designee.
Practice of checking Student Clearinghouse to track transfers.	Registrar and Institutional Research Office	Increase graduation rates by working with IR to identify candidates for completion.

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The work of the Recruitment, Retention and Graduation Committees involved creative thought and effort, but they remained clearly focused on setting initiatives that were student-centered. This process reaffirmed our commitment to our students because we had to fully engage in fulfilling our college motto, "Student Success is Our Expectation." We anticipate that the NVCC community will fully engage in helping us to implement this annual plan.

As the Chair of the Enrollment Management Team it is my belief that through shared leadership, commitment, and understanding our journey to graduation with our students will end in increased positive results. It is our goal to improve our students' experience by supporting them as they achieve academic, personal and professional success.

Overall Performance Metrics

- Increase in new students
- Increase in continuing students
- Increase in traditional student population
- Increase in non-traditional student population
- Increase in overall retention rate
- Increase in diverse student population
- Increase in financial aid recipients/Pell
- Increase in graduation rate
- Increase in transfer students

Enrollment Management Team

Chair

Lillian Ortiz, Dean of Student Services

Chair of Recruitment Committee

Linda Stango, Director of Admissions

Chair of Retention Committee

Ben Mattheis, Director of Student Development Services

Chair of Graduation Committee

Joan Arbusto, Registrar

Key Contributors and Committee Members

Karen Blake, Director of Student Activities

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Cathy Hardy, Director of Financial Aid

Mitch Holmes, Director of Business and

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