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# Enrollment Management Master Plan

2017-2020



October, 2017

# ENROLLMENT MANAGEMENT PLAN

## ACADEMIC YEAR 2017-2020

### INTRODUCTION

Naugatuck Valley Community College offers 100+ associate degree and credit certificate programs, alongside non-credit courses and certification programs in 14 job-related areas. In recent years, NVCC's enrollment has significantly increased, as it has expanded from one to two campuses, adding Danbury to its existing Waterbury location; its total enrollment has grown to more than 6,600 students. Plans are underway to continue to expand academic and non-credit programs at both locations. Strategies are being implemented – as outlined in NVCC's 2016-2026 Strategic Plan and 2016-2026 Facilities Master Plan – to improve student success outcomes by strengthening systems and structures at the college. This 2017-2020 Enrollment Master Plan (EMP) outlines initiatives to support recruitment, retention, and completion within this context and in a way that helps NVCC stay mission-focused.

**Naugatuck Valley Community College's Mission** is to offer quality, affordable education and training in response to evolving community needs by providing opportunities to individuals and organizations to develop their potential.

### PLANNING METHODOLOGY

A first draft of the Enrollment Management Plan was developed in Fall 2016 and Spring 2017 by the Dean of Student Services and her support staff. Once the new Associate Dean of Enrollment Management came on board, the President and the Provost asked that a cross-divisional team convene to help align the EMP draft with our existing Strategic Plan. In Spring of 2017, an Enrollment Management Planning Group (EMPG - see Appendix A for list) was formed with key department representation to have vital insight into how the plan can be successfully implemented and developed. This EMPG has extensively reviewed NVCC's 2016-2026 Strategic Plan to align the targets and goals for both plans.

With the NVCC Strategic Plan as our anchor, the Enrollment Management Planning Group set out to ensure that enrollment management has NVCC core values in mind. The EMPG reviewed and assessed current enrollment practices and how they relate to three areas of focus: Recruitment, Retention, and Completion. To do so, the EMPG considered the following questions:

- What can we improve and change to help us increase the potential number of students for recruitment?
- How can we better serve each student throughout his or her time at NVCC to encourage retention?
- What are the key factors that can help each student become a successful NVCC graduate?

## DEMOGRAPHIC, ENVIRONMENTAL AND SERVICES AREA INFORMATION

As part of the EMPG's analysis, the group considered the demographic context and related trends. The College's primary services region includes 22 towns with 10 primary towns: Waterbury, Danbury, Naugatuck, Wolcott, Watertown, Southbury, New Milford, Prospect, Bethel, and Seymour. NVCC has campuses located in both Waterbury and Danbury which serve as anchor cities in NVCC's region. The two cities are flanked by semi-rural, rural and suburban communities that also make up our services area.

Although there has been a steady decline in many racial/ethnic populations in Waterbury, there has been 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 also a diverse town, with Hispanics making up 30.6% of the population and African Americans making up 5.8%. While top feeder high schools in Waterbury and Danbury have an increase of student population, between 4.5%-5.1%, as well as many surrounding towns, they show declining numbers of graduates. Positively, they show an increase in the diversity of students graduating; as of 2013, Danbury has over 6,167 non-white students in their school district and Waterbury has over 14,371.

Ensuring equity in achievement represents a top priority outlined in NVCC's 2016-2026 Strategic Plan, especially as the college's demographic diversity has significantly grown to the point where it is now designated by the Department of Education as a Hispanic Serving Institution. NVCC's Hispanic and Pell enrollment has grown considerably (by 21% and 9%, respectively, in the last 5 years), as has their associate degree completion (by 60% and 39%, respectively during the same period). Yet when compared to gains of NVCC's overall student body, poor and minority student achievement outcomes need to improve.

This plan includes initiatives to improve recruitment, retention, and completion of all students, as well as unique success strategies that directly allow us to connect with specific racial/ethnic and socio-economic groups and help them be successful as part of the NVCC family.

NVCC Ethnicity/Race Fall 2016	
Hispanic	1,894
American India or Alaska Native	16
Asian	207
Black or African- American	662
Multiple Races	299
Native Hawaiian or Pacific Islander	13
Other	122
White	3,273
Choose not to Respond	176
<b>Total</b>	<b>6,662</b>

**TARGETS AND INITIATIVES**

**Enrollment Management Master Plan 2017-2020**

**Recruitment Targets and Initiatives**

**\*Lead Dept. on Initiative**

Enrollment Management Focus	Strategic Plan Targets 2016-2026	Initiatives	Accountability Leaders
<p><b><u>Recruitment</u></b></p> <p>New Student</p> <p>Transfer students</p> <p>Pre-College age students</p>	<ul style="list-style-type: none"> <li>Enrollment in early college and dual enrollment opportunities at NVCC reaches 250-300 annually (includes Middle College, DECO, Dual Pell) (28)</li> <li>Bridge to College program serves 3,000 youth annually, along with College Career Pathways that engages 750-800 regional high schools students in NVCC courses each year.</li> <li>Deepened partnerships exist with all major feeder high school guidance counseling offices. (30)</li> <li>Launch 5 new academic programs by 2026 (21)</li> <li>Increase non- credit to credit pathways-at least one in each workforce program area by 2026 (20)</li> <li>NVCC's headcount enrollment increased to 8,500+by 2026 as per the NVCC Facilities Master Plan. (35)</li> </ul>	<p>Launch an expanded annual recruitment communication plan to help ensure recruitment goals are clear and met by admissions.</p>	<p><b>Admissions*</b></p>
		<p>Establish an outreach plan that would allow faculty and staff to participate in recruitment initiatives in the high schools.</p>	<p><b>Admissions *</b> Division Directors</p>
		<p>Expand our annual spring open house to include program specific open houses throughout the year at our Waterbury and Danbury campuses. This will help draw incoming students to specific programs and connect them with key faculty and staff.</p>	<p><b>Admissions*</b> Academic Affairs</p>
		<p>Research virtual tour on the web of admissions orientation.</p>	<p><b>Marketing*</b> IT Admissions</p>
		<p>Work with the Financial Aid team and Admissions to find more opportunities to expand Dual Pell with other high school districts.</p>	<p><b>Financial Aid *</b> Admissions</p>
		<p>Build an outreach plan to help connect Pell, African American, and Hispanic students to NVCC and provide the support they need to attend and excel.</p>	<p><b>Admissions *</b></p>
		<p>Produce electronic newsletters for principals, guidance counselors, incoming students, and parents to help connect them to the NVCC community.</p>	<p><b>Marketing *</b> Admissions</p>
		<p>Redesign Admissions and Enrollment Guide-view piece and other marketing materials as appropriate, highlighting access and completions.</p>	<p><b>Admissions*</b> Marketing</p>

<ul style="list-style-type: none"> <li>Achievement gap for Pell, African American, and Hispanic students completing, and getting placed in jobs, and transferring is at par or closer to the average for all NVCC students completing associate degrees and certificates. (9)</li> </ul>	Work with marketing staff to ensure marketing plan supports recruitment activities and enrollment goals.	<b>Admissions*</b> Marketing
	Expand Financial Aid workshops at high schools and NVCC campus in Spanish and English to help reach underrepresented, first generation, and Dual Pell student population.	<b>Financial Aid *</b> Admissions
	Develop a clear non-credit to credit program pathway to help increase overall credit enrollment.	<b>Academic Affairs *</b> Admissions Non-Credit Lifetime Learning
	Expand on support and training sessions to school counselors and early college opportunities staff on how to navigate the financial aid process.	<b>Financial Aid*</b> Bridge to College
	Create new academic degree and certificate programs that address industry and community needs.	<b>Academic Affairs *</b> Admissions
	Increase advisement and placement testing in high schools to help connect high school applicants to NVCC.	<b>Bridge to College*</b> Admissions Financial Aid
	Work closely with the early college opportunities and Admission staff to expand on our relationships with high school leaders such as guidance counselors.	<b>Admissions*</b> Bridge to College

### Enrollment Management Master Plan 2017-2020

#### Retention Targets and Initiatives

\*Lead Dept. on Initiative

Enrollment Management Focus	Strategic Plan Targets 2016-2026	Initiatives	Accountability Leaders
<b>Retention</b>  Continuing Student  Readmit students	<ul style="list-style-type: none"> <li>NVCC headcount enrollment increased to 8500 + by 2026, as per the NVCC Facilities Master Plan. (35)</li> <li>Exceeded the national averages of fall-to-fall retention for the first-time-fulltime and first-time students pursuing associate degrees. (1)</li> </ul>	Formalize outreach to students, absent for more than 4 semester, who have left NVCC with 15 or more credits.	<b>CAPSS</b>
		Strengthen connections between academic advisors and every FT/PT credit seeking student to help ensure student success.	<b>CAPSS*</b> Academic Affairs
		Apply advising holds to new, first-time students to encourage connection with an advisor.	<b>CAPSS*</b> Academic Affairs

<ul style="list-style-type: none"> <li>Increased headcount of NVCC students who complete an AA/AS degree prior to transfer. (8)</li> <li>All students complete developmental education either through pre-matriculation options or within one semester. (4)</li> <li>80% of students surveyed report that an advisor helped them start academic goals and create a plan for achieving those goals. (5)</li> <li>Achievement gap for Pell, African American, and Hispanic students completing, getting placed in jobs, and transferring is at par or closer to the average for all NVCC students completing associate degrees and certificates. (9)</li> </ul>	Implement new Transfer Ticket (TAP) opportunities as approved by CSCU.	<b>Academic Affairs*</b> CAPSS
	Successfully implement Degree Works and Student Educational Planner to advise students effectively and provide a clearer pathway to completion.	<b>Academic Affairs*</b> CAPSS
	Conduct Student Success and Financial Aid Workshops for First Year Experience and Supplemental Instruction classes to promote student success in future semesters.	<b>Academic Affairs*</b> CAPSS Financial Aid
	Assess needs of non-degree students to focus outreach and assist with matriculation into a degree or certificate program.	<b>CAPSS*</b>
	Collaborate with Academic Affairs to expand campus wide advising week activities.	<b>CAPSS*</b> Academic Affairs
	Implement Early Warning Referral Program with developmental and gateway courses within the first 3 weeks of the beginning of the semester.	<b>CAPSS*</b> Academic Affairs
	Work with IR to develop streamlined data reports that allow for better documentation of student enrollment trends and analyze our student population to help them successfully complete their program.	<b>IR*</b> CAPSS Academic Affairs
	Expand mentoring programs for underrepresented students such as students utilizing Pell, African American and Hispanic Students.	<b>CAPSS*</b>
	Provided focuses training to all student support areas such as faculty and the Academic Center for Excellence.	<b>CAPSS*</b> ACE Academic Affairs
	Collaborate with PA1240 coordinator and Academic Affairs to ensure advisement and promote engagement with students in supplemental instruction.	<b>CAPSS*</b> Academic Affairs PA1240 Coordinator
Utilize community resources and connections to help address out-of-class issues such as food security and homelessness.	<b>Student Services*</b>	

**Enrollment Management Master Plan 2017-2020**  
**Completion Targets and Initiatives**

\*Lead Dept. on Initiative

Enrollment Management Focus	Strategic Plan Targets 2016-2026	Initiatives	Accountability Leaders
<p><b><u>Completion</u></b> All Students</p>	<ul style="list-style-type: none"> <li>• Exceed the national average of three year completion for all first-time full-time (FT/FT) students pursuing associate degrees. (1)</li> <li>• Decreased median time to completion in each graduation year for all associate degree and credit certificates students. (2)</li> <li>• 10 year average of 1,500 credentials-degrees and certificates awarded annually. (3)</li> <li>• Achievement gap for Pell, African American, and Hispanic students completing, getting placed in jobs, and transferring is at par of closer to average for all NVCC student completing associate degrees and certificates. (9)</li> </ul>	Collaborate with faculty and CJPCO to increase awareness of TAP programs and transfer process through the development of comprehensive transfer workshops.	<b>CAPSS*</b> Registrar
		Refine outreach to potential reverse transfer student to support completion at NVCC.	<b>Registrar*</b>
		Improve on our graduation clinics that are held each semester for students within two semesters of completion.	<b>CAPSS*</b> Registrar Academic Affairs
		Establish a process of maintaining a control sheet for each application to codify and permit easy identification.	Registrar
		Apply cohort designations in Banner for all FT/FT students enrolled at freeze date.	<b>IT*</b> Registrar CAPSS Academic Affairs
		Work closely with CAPSS, Academic Affairs, and Registrar to help promote graduation completion events for students who earn 45 credits to keep them motivated to completion, e.g., Cake, Congratulations and Coffee	<b>CAPSS*</b> Academic Affairs Registrar

## ENROLLMENT GOALS FOR 2017-2020

The following section includes enrollment targets for Waterbury and Danbury at each campus as well as overall Recruitment, Retention, and Completion goals. Included here are the goals for 2017. This plan will be updated annually to included goals for each additional year. <sup>1</sup>

### NVCC's enrollment profile

#### Unduplicated Headcount - Fall 2016 Actuals and Fall 2017 Goals

Waterbury	Danbury	Total
5,415	1,247	6,662

	Waterbury 2016	Waterbury 2017 Targets-Flat	Danbury 2016	Danbury 2017 Goals 2.0% increase
<b>New</b>	998	998	337	343
<b>High School</b>	108	108	69	71
<b>Continuing</b>	3,419	3,419	698	712
<b>Transfer</b>	635	635	106	108
<b>Readmits</b>	255	255	37	38
<b>Overall</b>	5,415	5,415	1,247	1,272

### Recruitment Goals for 2017

#### Recruitment – Fall 2016 Actuals and Fall 2017 Goals

Recruitment Fall Overview	2016 Actual	2017 Goal *
Applicants	3727	4130
Accepted	3142	3469
Registered	2253	2478**

\*2017 Goals based on historical 60% application to Registered Conversion and 84% Application to Accepted Conversion

\*\*10% overall increase from prior year

**Recruitment calculation of admissions include:** New Students, Early College High School students, Transfers (not taking classes with us before), International, Select Admission, and Non Matriculated Students.

<sup>1</sup> Going through the processes of the EMP has revealed that NVCC has many ways to define a Waterbury and Danbury student. A priority for this upcoming academic year is to clarify the best way to track and report consistently on Waterbury and Danbury student success. Once the alignment of reporting is done, we will be better equipped to understand the students' needs at both campuses.



**Retention Goals for 2017**

**Retention – 2016 Actuals and 2017 Goals**

Term	2016	2017 Goals
Spring to Fall	63% Total Students-4994 Retained Students-3157	64%**
Fall to Spring	72% Total Students-5690 Retained Students-4099	75%**

\*2017 Goals based on historical data from prior year

\*\*% based on **2017 Retention calculation of returning students include:** Matriculated (Degree or Certificate), non- graduated, and non-high school

**Completion Overview Goals 2017**

**Student Completion**

Targets 1-3	2016	2017 Goals
Exceed the national average of three- year completion for all first-time, full-time (FT/FT) students pursuing associate degrees. (1) *26% national public community college FT/FT three –year completion average * first-time, full-time (FT/FT) students pursuing associate degrees	16%	17%
Decreased median time to completion in each graduation year for all associate degree and credit certificates students.(2) *All Students that graduate	8-Academic Semesters/4 years	8-Academic Semesters/4 years
10 year average of 1,500 credentials-degrees and certificates awarded annually. (3) *All Students that graduate	1,371	2017-1,113 *Ending Estimate 2018-1,200 goal

**PLAN IMPLEMENTATION AND ASSESSMENT**

This Enrollment Management Plan is an organic document that will continue to grow over its lifespan. The EMPG, convened by the Associate Dean of Enrollment Management, will meet at least bi-monthly to examine data on recruitment, retention, and completion so that the college can prioritize initiatives that best correlate to student success.

Each year the EMPG will outline Enrollment Management Plan priorities to be included in NVCC’s Wildly Important Goals (WIGs), the College’s annual operational plan. Progress will be assessed according to the WIGs process. In addition, the EMPG will work with NVCC’s Institutional Effectiveness Committee, the College-wide committee that supports institutional planning and assessment efforts. With the IEC’s support and guidance from the President’s Policy Team, annual enrollment targets will need to be integrated into our EMP.

APPENDIX A

**Enrollment Management Planning Group**

David Celotto- *Bridge to College Division Director*

Lourdes Cruz- Registrar

Sarah Gager- Dean of Student Services

Bonnie Goulet- Director of Student Development Service

Cathy Hardy-Director of Financial Aid

Noel Rosamilio- Associate Dean of Enrollment Management

Alan Sturtz- Office of Institutional Research and Effectiveness

Sydney Voghel- Ochs -Director of Marketing and Public Relation