

Imperial Valley College Enrollment Management Plan Rubric

Benchmark 1: The school has an active enrollment management task force (EMTF) that assists the administration with development and implementation of the enrollment management plan (EMP).

Enrollment Management Core Team - Membership

Fully Meets	The EMTF includes the CIO, CSSO, CBO, Academic Deans, Department Chairs, Department Coordinators, Student Services Deans, Lead Counselor, Articulation Officer, Institutional Researcher, and Online Architect; representatives of all of the following groups – school faculty and staff, and administration.
Partially Meets	The EMTF includes the CIO, CSSO, Academic Deans, Student Services Deans, Department Chairs, and Lead Counselor; representatives of <i>most</i> of the following groups – school faculty and staff, and administration.
Does Not Meet	The EMTF only includes the President/Superintendent and Vice President of Academic Services and a few of the persons/groups listed above – or – the school does not have an EMTF.

Enrollment Management Core Team - Skills

Fully Meets	Most of the following “essential skills” are represented on the EMTF, or are otherwise accessible to the Team on an as-needed basis – expertise in finances, marketing, data collection/analysis, technology, and ability to “cheerlead” for the school.
Partially Meets	Some of the following “essential skills” are represented on the EMTF, or are otherwise accessible to the Team on an as-needed basis – expertise in finances, marketing, data collection and analysis, and technology, and ability to “cheerlead” for the school.
Does Not Meet	A few of the following “essential skills” are represented on the EMTF, or are otherwise accessible to the Team on an as-needed basis – expertise in finances, data collection and analysis, and technology, and ability to “cheerlead” for the school.

Enrollment Management Core Team - Meeting Schedule

Fully Meets	The EMTF meets quarterly to stay on track with all timelines included in the EMP. An electronic communication vehicle such as SharePoint or Blackboard is regularly used by the committee to communicate ideas between meetings.
Partially Meets	The EMTF meets occasionally to stay on track with most of timelines included in the EMP.
Does Not Meet	The EMTF does not meet on a regular schedule.

*****Academic Services*****

Benchmark 2: The Enrollment Management Plan contains FTES and scheduling goals, strategies, action items (including persons identified as responsible for execution), a timeline for each action item, and an evaluation process.

Enrollment Management Plan – FTES/Scheduling Goals

Fully Meets	<ul style="list-style-type: none"> The developed schedule is designed to meet FTES targets while following most of the developed program pathways to accomplish optimal enrollment and completion; while staying within budgetary constraints. An appropriate overall core curriculum balance between basic skills, career technical education, and transfer curriculum is met. Productivity goal of 595 WSCH/FTEF is met (average class size of ~35) The College’s internal Faculty Obligation Number target is met
Partially Meets	<ul style="list-style-type: none"> The developed schedule is designed to meet FTES targets while following some of the developed program pathways to accomplish optimal enrollment and completion. An somewhat appropriate overall core curriculum balance between basic skills, career technical education, and transfer curriculum is met. Productivity goal of 510 is met (average class size of ~30)
Does Not Meet	<ul style="list-style-type: none"> The developed schedule is designed to meet FTES targets while following only a few of the developed program pathways. Productivity goal of less than 510 is met (average class size of less than 30)

Enrollment Management Plan – FTES/Scheduling Strategy

Fully Meets	The developed schedule contains sufficient strategies, action items, and sufficient responsible persons to execute them. A tracking tool is employed in order to accomplish scheduling/FTES goals effectively, as evidenced by growing enrollment.
Partially Meets	The developed schedule contains some strategies, action items, and responsible persons to execute them. Some of the scheduling/FTES goals are met effectively in order to maintain enrollment. A tracking tool is not used as effectively as it could.
Does Not Meet	The developed schedule contains a few strategies, few action items, and/or few responsible persons to execute them; some of the scheduling/FTES goals are accomplished.

Enrollment Management Plan – Timeline for FTES/Scheduling Goals, Strategies and Action Items

Fully Meets	The schedule development process meets the timeline goals set.
Partially Meets	The schedule development process is delayed but eventually meets goals set.
Does Not Meet	The schedule development process does not meet timeline goals.

Enrollment Management Plan – Academic Services Benchmark Two Evaluation

Fully Meets	The EMP is evaluated using this rubric and all benchmarks fulfill the “fully meets” criteria.
Partially Meets	The EMP is evaluated using this rubric. Some benchmarks meet the “fully meets” criteria.
Does Not Meet	The EMP is evaluated using this rubric, but few benchmarks satisfy the “fully meets” criteria, or the EMP has not been evaluated.

*****Student Services*****

Benchmark 3: The Enrollment Management Plan contains student recruitment goals, strategies, action items (including persons identified as responsible for execution), a timeline for each action item, and an evaluation process.

Enrollment Management Plan – Recruitment Goals

Fully Meets	The EMP contains recruitment goals that create awareness and a positive impression of the school, and that develop a pool of prospective students that leads to growth of enrollment requiring additional personnel.
Partially Meets	The EMP contains recruitment goals to attract a sufficient number of new students to maintain an enrollment that supports current personnel and programs.
Does Not Meet	The EMP does not contain sufficient recruitment goals to attract a sufficient number of new students to sustain or stabilize the enrollment. Personnel and programs are vulnerable.

Enrollment Management Plan – Recruitment Strategies

Fully Meets	The EMP contains sufficient strategies, action items, and sufficient responsible persons to execute them, in order to accomplish recruitment goals effectively, as evidenced by growing enrollment. All activities are recorded using a tracking tool, along with an appropriate response leading to the next step toward enrollment.
Partially Meets	The EMP contains some strategies, action items, and responsible persons to execute them, in order to accomplish some of the recruitment goals effectively in order to maintain enrollment. A tracking tool is not used as effectively as it could.
Does Not Meet	The EMP contains a few strategies, action items, and responsible persons to accomplish some of the recruitment goals effectively, but enrollment continues to decline. The school does not use a tracking tool.

Enrollment Management Plan – Timeline for Recruitment Goals, Strategies and Action Items

Fully Meets	The EMP recruitment goal/strategy/action item process meets the timeline goals set.
Partially Meets	The EMP recruitment goal/strategy/action item process is delayed but eventually meets goals set.
Does Not Meet	The EMP recruitment goal/strategy/action item process does not meet timeline goals.

Enrollment Management Plan – Student Services Benchmark Three Evaluation

Fully Meets	The EMP is evaluated using this rubric and all benchmarks fulfill the “fully meets” criteria.
Partially Meets	The EMP is evaluated using this rubric. Some benchmarks meet the “fully meets” criteria.
Does Not Meet	The EMP is evaluated using this rubric, but few benchmarks satisfy the “fully meets” criteria, or the EMP has not been evaluated.

*****Student Services/Student Success Task Force*****

Benchmark 4: The Admissions Process is designed to maintain contact from the first recruitment indicator through enrollment and retention (re-enrollment).

Admissions Procedures

Fully Meets	The Admissions Process is a systematic and seamless progression from the first recruitment indicator (inquiry phone call, campus visit, online application, etc.), through placement testing, transcript processing, education plan development, and enrollment. Prospective students are advised at every step regarding the continuum.
Partially Meets	The Admissions Process contains some of the components listed above. Prospective students are advised of acceptance.
Does Not Meet	The Admissions Process contains a few of the components listed above.

*****Marketing Committee*****

Benchmark 5: The Marketing Plan reflects the recruitment and retention goals for each school year and the strategies and actions identified to achieve them.

Marketing Plan – Communications

Fully Meets	The marketing plan provides for all of the following: a functional and interactive school website, social media, newsletters, etc., trained speakers and student ambassadors for community events and to communicate with current and prospective school families, businesses and organizations in the community.
Partially Meets	The marketing plan provides for some of the tools listed above.
Does Not Meet	The school does not have or follow a marketing plan.

Marketing Plan—Public Relations

Fully Meets	The marketing plan provides for press releases about and/or invitations to special school events, community service, and student/teacher success stories, etc. to both internal and external audiences.
Partially Meets	The marketing plan provides for some of the items listed above.
Does Not Meet	The school does not have or follow a marketing plan.

Marketing Plan-Advertising

Fully Meets	The marketing plan includes all of the following means of communication about the attributes of the school and special events: ads placed in local news outlets, on community bulletin boards, in local businesses, etc.; a high-quality, current brochure; branded spirit wear/items.
Partially Meets	The marketing plan includes some of the items listed in the “fully meets” descriptor.
Does Not Meet	The school does not have or follow a marketing plan.