West Los Angeles College

Academic Affairs
Operational Enrollment Management Plan 2010-2011

Aligned with the Educational Master Plan:
1. Institutional commitment to student learning
2. Transfer
3. Build on Career Technical Education Strengths
4. Effective Foundation Skills program
5. Diversified modes of instructional delivery

Focus on Academic Excellence
Theme: Continuity and Sustainability through Linking Planning and Budgeting

Assumptions:
1. Need to have balanced college budget
2. Continued State budget difficulties
3. Reduced FTES cap for funding
4. Reduced funding per FTES
5. Need to reach both credit and non-credit FTES goals
6. Increasing enrollment demand associated with high unemployment
7. Increasing enrollment demand associated with re-direction from CSU and UC
8. Need to plan for recovered funding level in the future. The economy in the nation and in California is beginning to turn around, but the turn-around is very slow and uneven. At the same time, California’s economy is so shaken by the recession that it may take longer to recover to the point of restoring funding to community colleges than following the previous recession. This could imply that even if colleges can increase enrollment despite a decrease in unemployment (when that decrease in unemployment eventually arrives), the State might not be able to fund the increase.
9. Prepare to counter-act the expected enrollment decline that would accompany the unemployment decline by Fall 2011. Two primary ways to counter the prospective enrollment decline include first, new vocational programs that are responsive to newly-emerging labor market demand; and second, comprehensive outreach and recruitment, including high school outreach programs. If there is not sufficient funding available from the State for apportionment FTES, then programs that can be self-sustaining, such as contract education or extension programs, should be explored and developed.

Strategic Focus on Students
1. Create schedule that supports students who carry full time loads
2. Encourage students to identify a major or program
3. Support student retention and success through classes with high retention rates
4. Comprehensive basic skills plan that improves within-class retention and reduces the “hidden tax” of students who do not complete classes
Strategic Focus on Programs, Classes and Outcomes

1. Maintain increased average class size in all delivery program modes: ACT; Classroom-based W SCH, DSCH, and PA; 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
3. Implement program roadmaps and incorporate into Degree Works
4. Advanced courses: Administrative procedure - 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, the following working definition will be used: Advanced courses have two prerequisites that are transferable courses. Advanced courses are required in a Certificate, Degree, or major.
5. Optimize class schedules to make full time enrollment possible
6. Outreach, recruitment and marketing
   a. Maintain current high school outreach programs to ensure continued source of new students.

Operational Focus

1. Eliminate unfunded FTES
2. Maintain core programs by focusing on fall and spring semesters
3. Offer minimal summer program as a gateway for new students
4. Do not schedule winter program, unless there is an economic turnaround
5. Considerations in class cancellation
   i. Maintain courses required by program roadmaps
   ii. Maintain appropriate balance between fall and spring offerings
   iii. Do not offer disproportionate number of sections of any one course
   iv. Combined classes
   v. Contract Education classes
   vi. Vocational education classes with low limits required by accreditation or facilities limitations
6. Capture and report all positive attendance hours

Marketing and Recruitment

1. Limit aggressive marketing during period of reduced State funding.
2. Expand marketing prior to funding increase in order to maintain high level of enrollment.
3. Utilize cost-effective marketing venues to maintain West’s image in the community, such as bill boards in strategic locations.

New Program Development

1. No new programs are being developed with the use of Program 100 funds.
2. Continue to seek new 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; Federal, City and State funding programs for new development.

3. 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.

4. 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.

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

6. LAX Site