

Enrollment Management Basics

Dr. Paul Jarrell 8-19-16



Outcomes



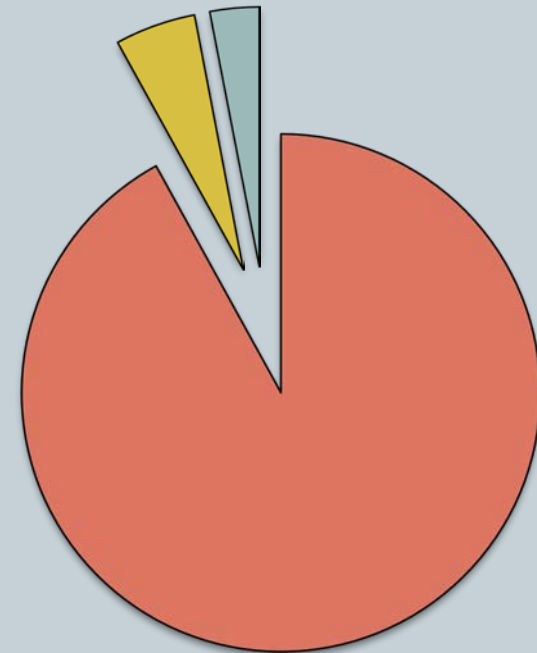
- Describe and evaluate CCC funding models
- Explain the statewide budgetary cycles and impact on CCC budgets
- Describe the Recruitment to Completion student lifecycle as it relates to enrollment management strategies
- Analyze historical data to identify past enrollment patterns
- Develop a student portfolio to manage enrollments

Sources of CCC Funding



- **Unrestricted General Fund**
 - Resident General Apportionment
 - Non-Resident Tuition
- **Categorical Programs**
 - Funding to serve a particular population/program and address a specific need
 - Source of Budget “increase”
 - Often “one-time”
- **Capital Projects Funds**
 - Buildings, equipment, maintenance

Funding Source



■ General Fund ■ Categorical ■ Capital

Show Me the Money!



- **Exhibit C**

- Calculates what a district **could** earn if it meets or exceeds its total funded FTES, not what it will earn.
- General Apportionment

**CALIFORNIA COMMUNITY COLLEGES
2015-16 SECOND PRINCIPAL APPORTIONMENT
SANTA BARBARA COMMUNITY COLLEGE DISTRICT**

EXHIBIT C

FTES

Workload measures:	Base Funding	Marginal Funding	Base FTES	Growth FTES	Restored FTES	Stability FTES	Total Funded FTES	Unfunded FTES	Actual FTES
Credit FTES	4,875,90307	4,723,597254	15,573,340	0.000	0.000	-300,000	12,872,740	0.000	12,872,740
Noncredit FTES	2,211,750553	2,940,491916	527,700	0.000	0.000	-40,000	277,650	0.000	277,650
Nonresid. CQCP FTES	4,875,903043	4,723,597254	444,700	0.000	0.000	-200,000	236,550	0.000	236,550
Total FTES:			14,245,740	0.000	0.000	-1,100,000	13,185,300	0.000	13,185,300

I. Base Revenues 4/- Restore or Decline		V. Other Revenue Adjustments	
A. Base Allocation		\$1,521,208	
B. Base FTES Request Before Workload Reduction	\$8,408,927		
C. Workload Reduction	\$0.00		
D. Revised Base FTES Revenue		\$8,408,927	
1. Credit Base Revenue	\$8,487,824		
2. Noncredit Base Revenue	\$121,411		
3. Career Development College NonCr	\$2,073,766		
E. Current Year Decline		\$-6,321,732	
Total Base Revenue Less Decline		\$17,868,313	
II. Inflation Adjustment		VI. Stability Adjustment	
A. Statewide Inflation Adjustment	1.02%		\$5,388,110
B. Inflation Adjustment	\$80,115		
C. Current Year Base Revenue + Inflation Adjustment		\$8,348,418	
III. Basic Allocation & Restoration		VII. Total Compensation of Revenue (sum of R, M, V, & VI)	
A. Base Allocation Adjustment	\$0		
B. Base Allocation Adjustment COLA	\$0		
C. Stability Restoration	\$0		
D. Restoration of 11-12 Workload Reduction	\$0		
Total Basic Allocation & Restoration	\$0		
IV. Growth		VIII. Related Revenue Source	
A. Unrestricted Growth Rate	2.00%		A1 Property Taxes
B. Constrained Growth Rate	2.00%		A2 Less Property Taxes Excess
C. Constrained Growth Gap	\$1,250,013		B Student Enrollment Fees
D. Actual Growth	\$0		C State General Apportionment
E. Funded Credit Growth Revenue	\$0		D Estimated EPA
F. Funded Noncredit Growth Revenue	\$0		Available Revenue
G. Funded Noncredit CQCP Growth Revenue	\$0		1,000,000,000
Total Growth Revenue	\$0		Total Revenue Plus Shortfall
			\$17,718,947
			IX. Other Allowances and Total Apportionments
			A. State General Apportionment
			B. Statewide Average Replacement Cost
			Number of Faculty Not Hired
			Full-time Faculty Adjustment
			Net State General Apportionment
			\$30,528,217
			X. Unrestored Decline as of July 1st of Current Year
			A. 1st Year
			B. 2nd Year
			C. 3rd Year
			Total
			\$0

General Apportionment calculations

Basic Allocation Calculation Before Current Year COLA
College/Center Base Funding Rates (Current Year FTES Threshold 4):

Single College District Funding Rates: Total FTES		Multi-College District Funding Rate: Total FTES		Total Colleges	
> 19,800	> 9,340 <= 9,340	Rural > 19,800	> 9,340 <= 9,340	0	1
\$4,670,617	\$4,536,493	\$3,422,370	\$367,062	\$4,536,493	\$3,969,402
\$0	\$0	\$0	\$0	\$0	\$0
Revenue:					Total Colleges Rev.
\$0	\$4,536,493	\$0	\$0	\$0	\$4,536,493
State A approved Center: Funding Rates		Total State Approved Centers Revenue			
0	\$1,134,123	0	\$0		
Grandfathered or Previously A approved Center: Funding Rates @ FTES Levels		Total Grandfathered or Previously Approved Centers Revenue			
> 804	> 746	> 497	> 240	<= 100	
\$1,134,123	\$850,997	\$567,062	\$780,331	\$141,745	
Number of Grandfathered or Previously A approved Centers: @ Total FTES		Total Grandfathered or Previously Approved Centers		Total Basic Allocation Revenue	
1	1	0	0	0	2
Grandfathered or Previously A approved Center Revenue:		Total Grandfathered or Approved Centers			
\$1,134,123	\$850,997	\$0	\$0	\$0	\$1,984,715

Basic Allocations

FTES

**CALIFORNIA COMMUNITY COLLEGES
2015-16 SECOND PRINCIPAL APPORTIONMENT
SANTA BARBARA COMMUNITY COLLEGE DISTRICT**

EXHIBIT C

Workload measures:	Base Funding	Marginal Funding	Base FTES	Growth FTES	Restored FTES	Stability FTES	Total Funded FTES	Unfunded FTES	Actual FTES
Credit FTES	4,675.903007	4,723.597254	13,573.340	0.000	0.000	-900.600	12,672.740	0.000	12,672.740
Noncredit FTES	2,811.752093	2,840.431965	327.700	0.000	0.000	-50.650	277.050	0.000	277.050
Noncredit - CDCP FTES	4,675.903043	4,723.597254	444.790	0.000	0.000	-209.200	235.590	0.000	235.590
Total FTES:			14,345.830	0.000	0.000	-1,160.450	13,185.380	0.000	13,185.380



Stability = Total Funded - Base

Basic Allocations



Basic Allocation Calculation Before Current Year COLA College/Center Base Funding Rates (Current Year FTES Thresholds):

Single College District Funding Rates: Total FTES			Mult-College District Funding Rate: Total FTES				
> 19,880	> 9,940	<= 9,940	Rural	> 19,880	> 9,940	<= 9,940	
\$5,670,617	\$4,536,493	\$3,402,370	\$567,062	\$4,536,493	\$3,969,432	\$3,402,370	Total Colleges
0	1	0	0	0	0	0	1
Revenue:							Total Colleges Rev.
\$0	\$4,536,493	\$0	\$0	\$0	\$0	\$0	\$4,536,493
State Approved Center: Funding Rates			Total State Approved Centers	Total State Approved Centers Revenue			
0	\$1,134,123		0	\$0			
Grandfathered or Previously Approved Center: Funding Rates @ FTES Levels					Total Grandfathered or Previously Approved Centers	Total Basic Allocation Revenue	
> 994	> 746	> 497	> 249	<= 100			
\$1,134,123	\$850,592	\$567,062	\$283,531	\$141,765			
Number of Grandfathered or Previously Approved Centers: @ Total FTES							
1	1	0	0	0	2	\$6,521,208	
Grandfathered or Previously Approved Center Revenue:					Total Grandfathered or Approved Center		
\$1,134,123	\$850,592	\$0	\$0	\$0	\$1,984,715		

Apportionment Calculations



I Base Revenues +/- Restore or Decline

A Basic Allocation		\$6,521,208
B Basic FTES Revenue Before Workload Reduction	\$66,468,827	
C Workload Reduction	\$0.00	
D Revised Base FTES Revenue		\$66,468,827
1 Credit Base Revenue	\$63,467,621	
2 Noncredit Base Revenue	\$921,411	
3 Career Development College NonCr	\$2,079,795	
E Current Year Decline		\$ -5,331,732
Total Base Revenue Less Decline		\$67,658,303

II Inflation Adjustment

A Statewide Inflation Adjustment	1.02%	
B Inflation Adjustment	\$690,115	
C Current Year Base Revenue + Inflation Adjustment		\$68,348,418

III Basic Allocation & Restoration

A Basic Allocation Adjustment		\$0
B Basic Allocation Adjustment COLA		\$0
C Stability Restoration		\$0
D Restoration of 11-12 Workload Reduction		\$0
Total Basic Allocation & Restoration		\$0

IV Growth

A Unconstrained Growth Rate	2.05%	
B Constrained Growth Rate	2.00%	
C Constrained Growth Cap	\$1,298,813	
D Actual Growth		\$0
E Funded Credit Growth Revenue		\$0
F Funded Noncredit Growth Revenue		\$0
G Funded Noncredit CDCP Growth Revenue		\$0
Total Growth Revenue		\$0

V Other Revenue Adjustments

A Misc. Revenue Adjustments	\$0
B Full-Time Faculty Hiring	\$718,699
C Base Increase	\$3,265,614
Total Revenue Adjustments	\$3,984,313

VI Stability Adjustment

\$5,386,116

VII Total Computational Revenue

\$77,718,847

(sum of II, III, IV, V, & VI)

VIII District Revenue Source

A1 Property Taxes	\$27,577,012
A2 Less Property Taxes Excess	\$0
B Student Enrollment Fees	\$7,947,524
C State General Apportionment	\$30,828,217
D Estimated EPA	\$11,366,094
Available Revenue	\$77,718,847
E Revenue Shortfall	1.0000000000
Total Revenue Plus Shortfall	\$77,718,847

IX Other Allowances and Total Apportionments

A State General Apportionment	\$30,828,217
B Statewide Average Replacement Cost	\$73,057
Number of Faculty Not Hired	0.00
Full-time Faculty Adjustment	\$0
Net State General Apportionment	\$30,828,217

X Unrestored Decline as of July 1st of Current Year

A 1st Year	\$0
B 2nd Year	\$0
C 3rd Year	\$0
Total	\$0

SO.....

**If we want all potential State revenue,
we MUST generate all funded FTES !!!**

14,346 Resident FTES = \$78,000,000.00*

****approximate with growth, COLA, one-time monies).***

15/16 General Fund Budget



State Target = 14,346 FTES SBCC Earned = 13,185 FTES
Apportionment = \$74 million Apportionment = \$68.5 million

State Funded = Earned + Stability + Other
\$68.5 + \$5.5* + \$4* = \$78 million * one time

Non-residents = 2,592 FTES
General Fund Increase = \$22 million ** estimate**

Total General Fund = \$100 million* *** approximate**

What is Enrollment Management?



- Enrollment management takes place whenever a college makes a conscious decision to increase, decrease, or change its enrollment.
- Well-planned strategies and tactics designed to improve the quality of student life and learning and to ensure student success and satisfaction
- Simple or complex

The Enrollment Management Journey



- Marketing and Recruitment
- Matriculation
- Census
- Retention
- Completion
- Persistence
- Success
 - Transfer
 - Certificate – A JOB!
 - Progress to college-level work

Two Approaches



- Chase FTES
- Identify a target that works for SBCC, and actively manage matriculation and course offerings to achieve target

I prefer the latter!

- Must be efficient



Guiding Principle:



Provide access to classes students need and provide support to empower students to be successful.

What is the right size for SBCC?



Nine-year Trends

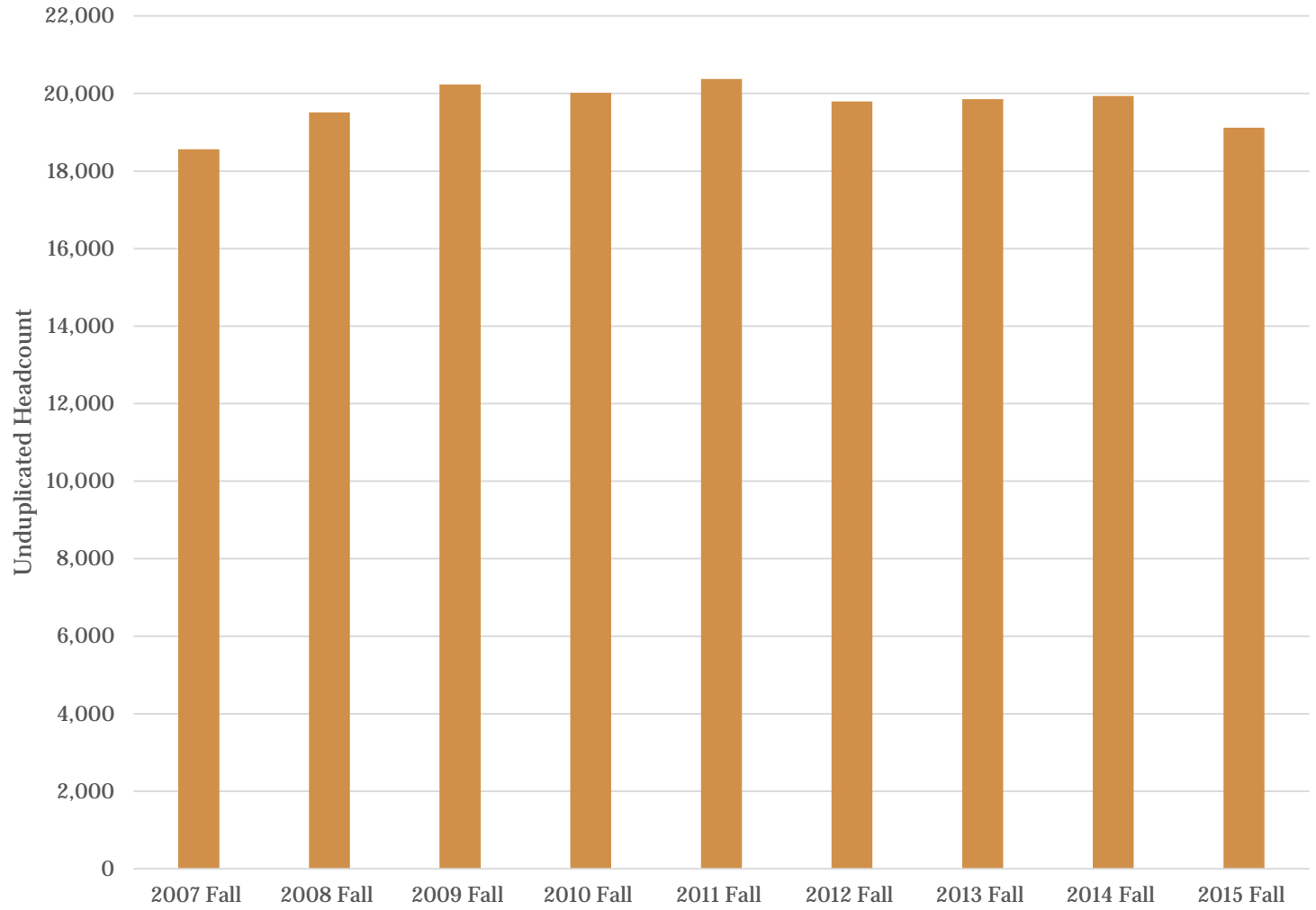


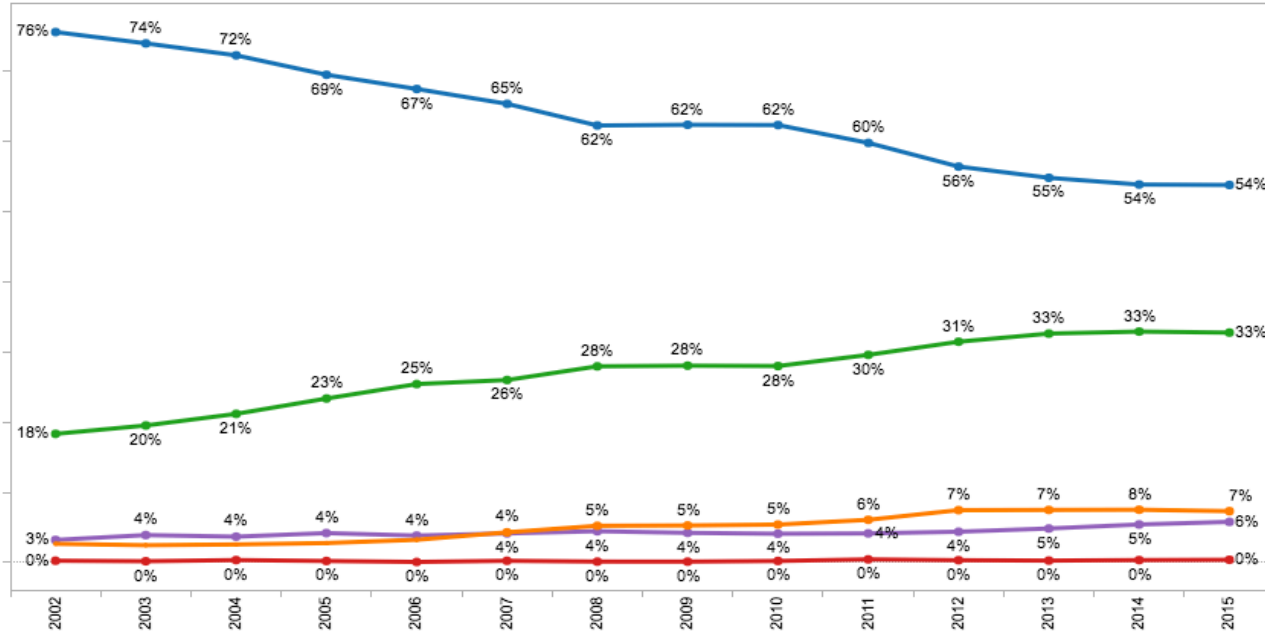
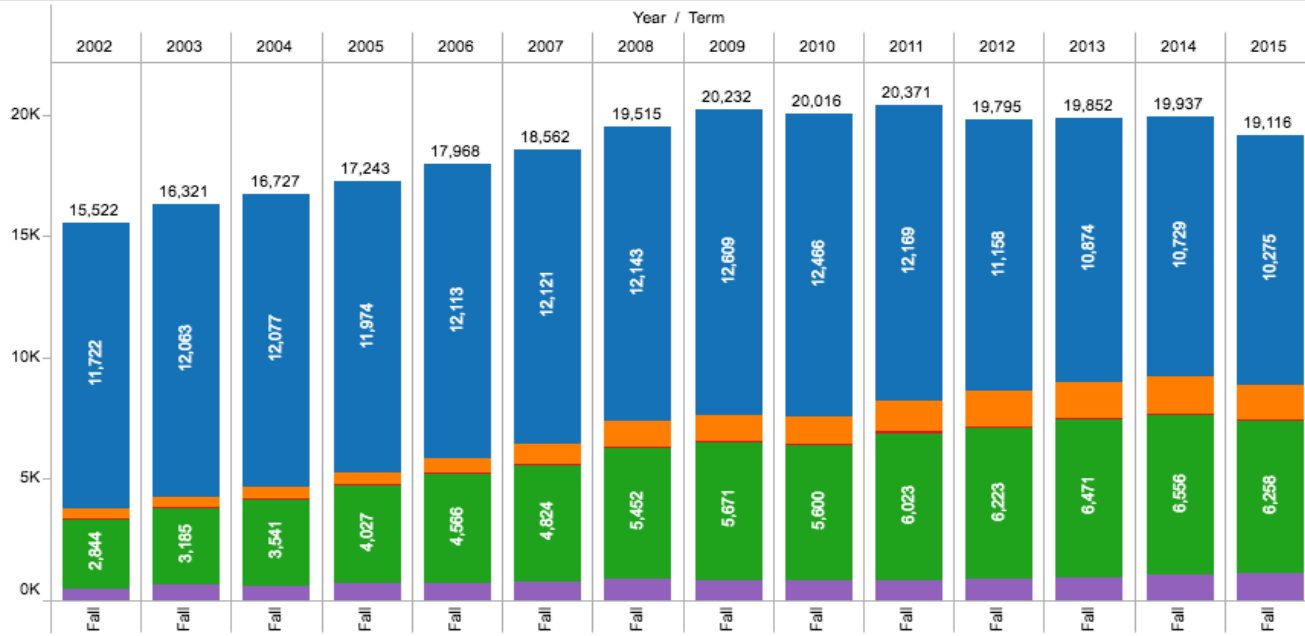
**WHO WE WERE, WHO WE ARE,
WHO WE WILL BE**

Head Counts



Total Credit Student Population

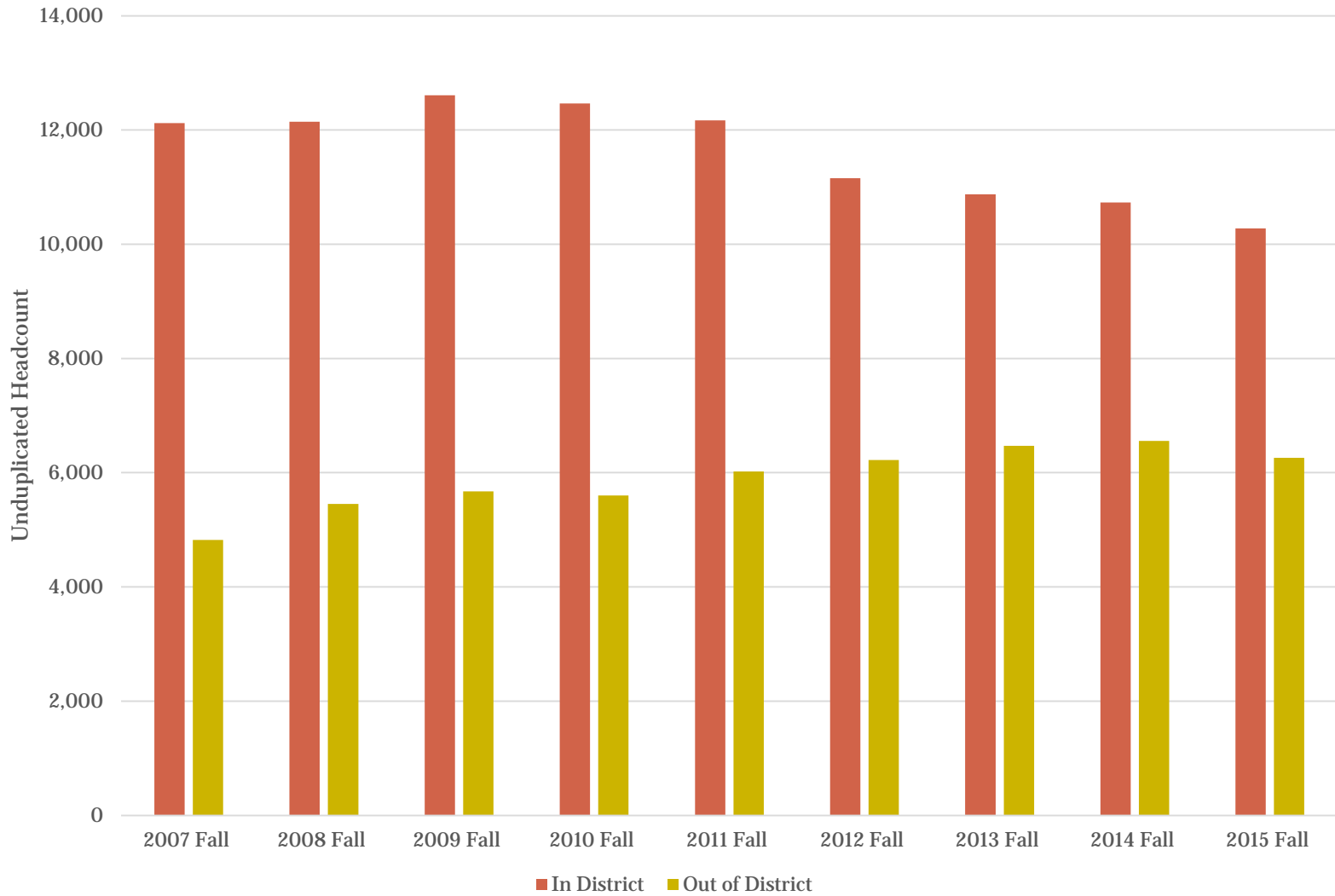




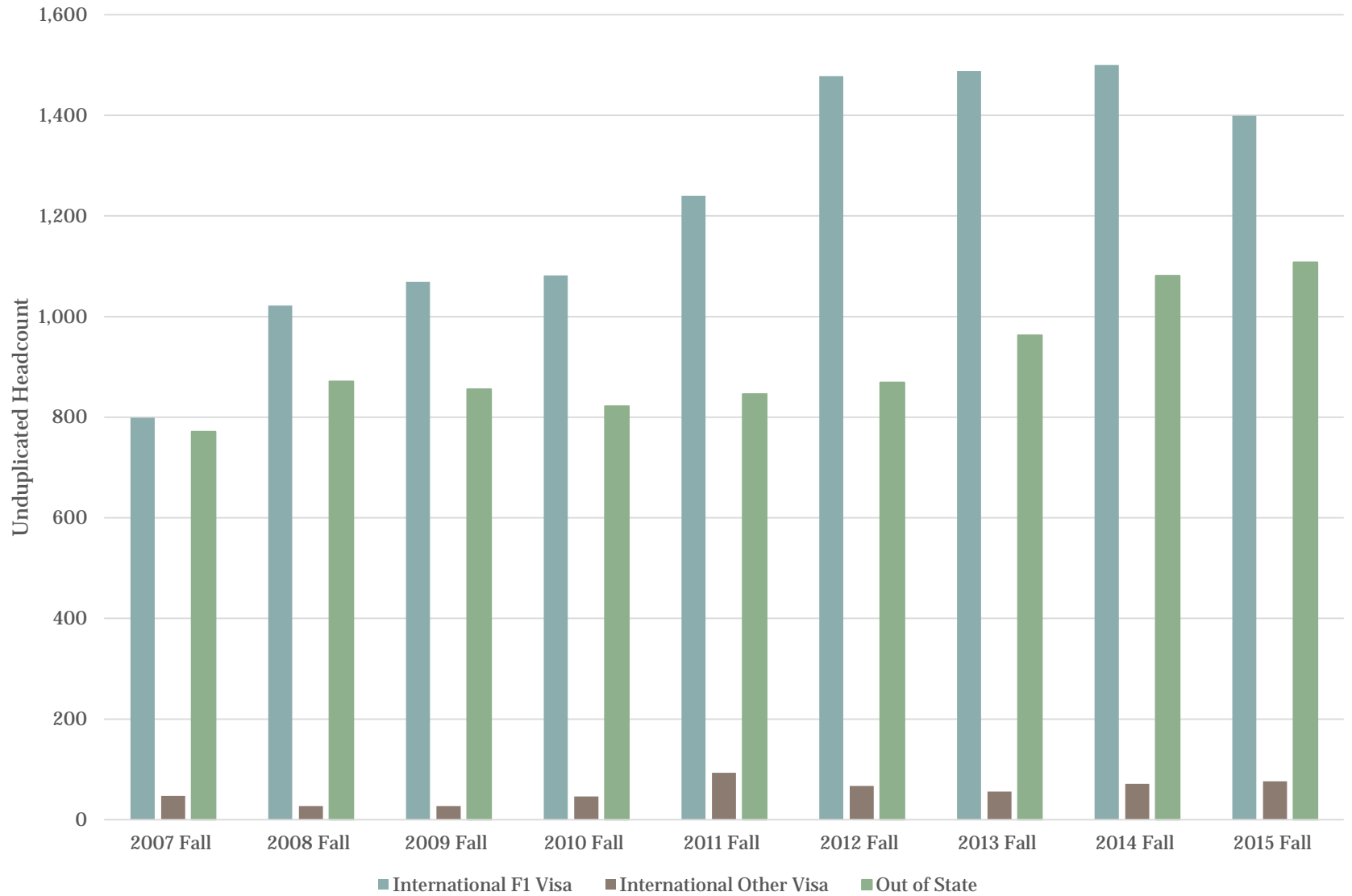
Bars Are Colored By:

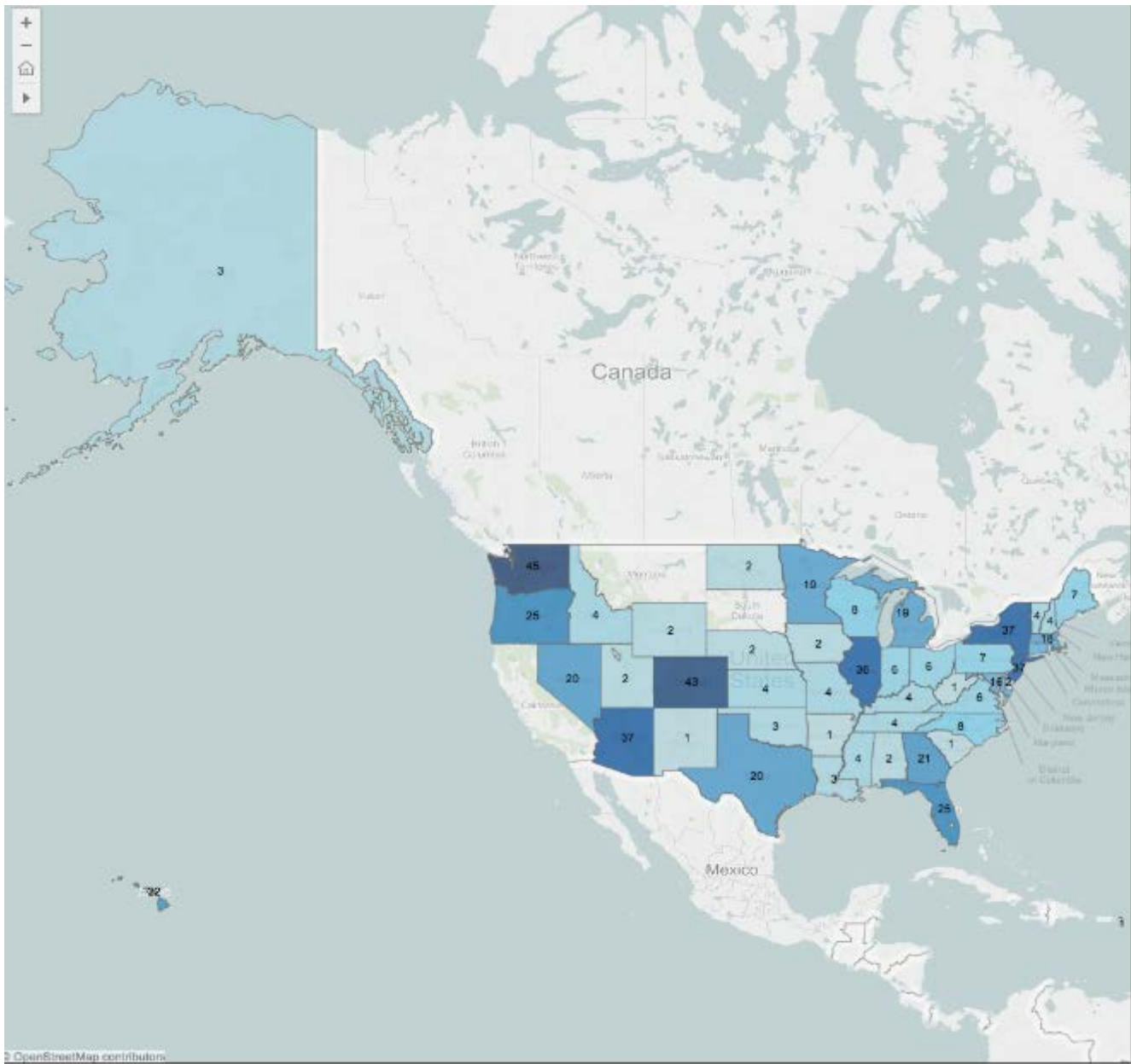
- In District
- International F1 Visa
- International Other Visa
- Out of District
- Out of State

Credit Resident Student Population



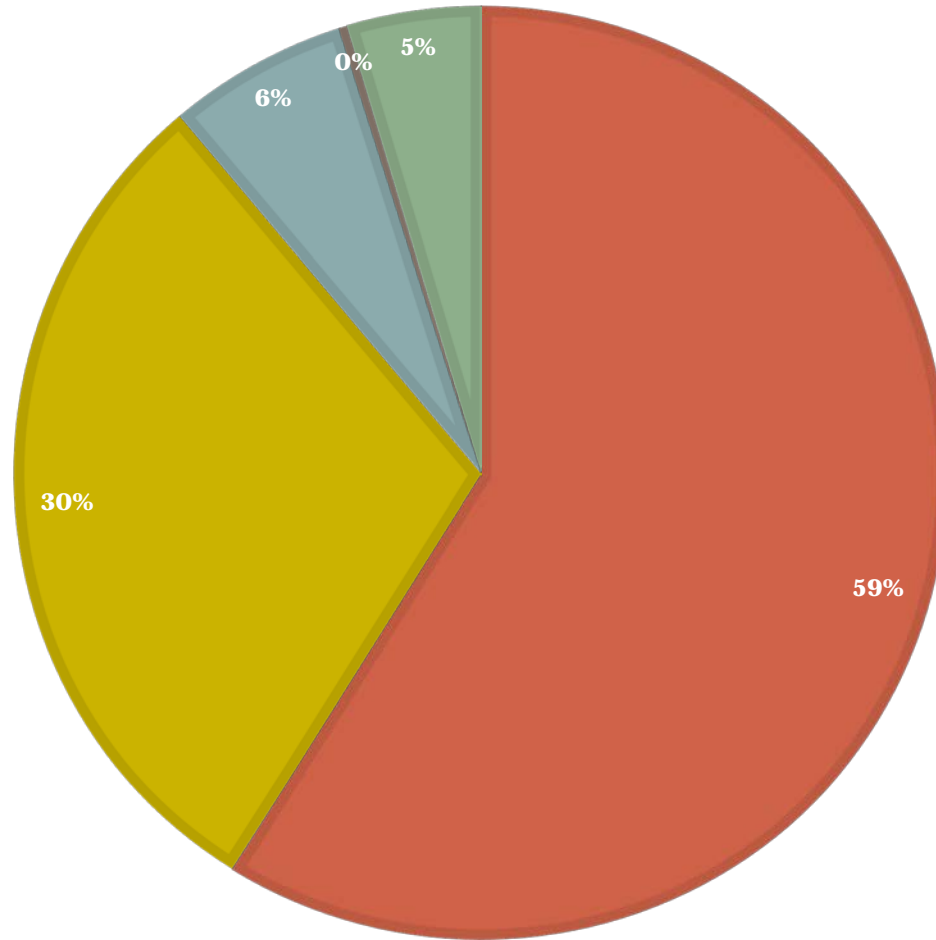
Credit Non-resident Student Population





HEADCOUNT NINE YEAR AVERAGE

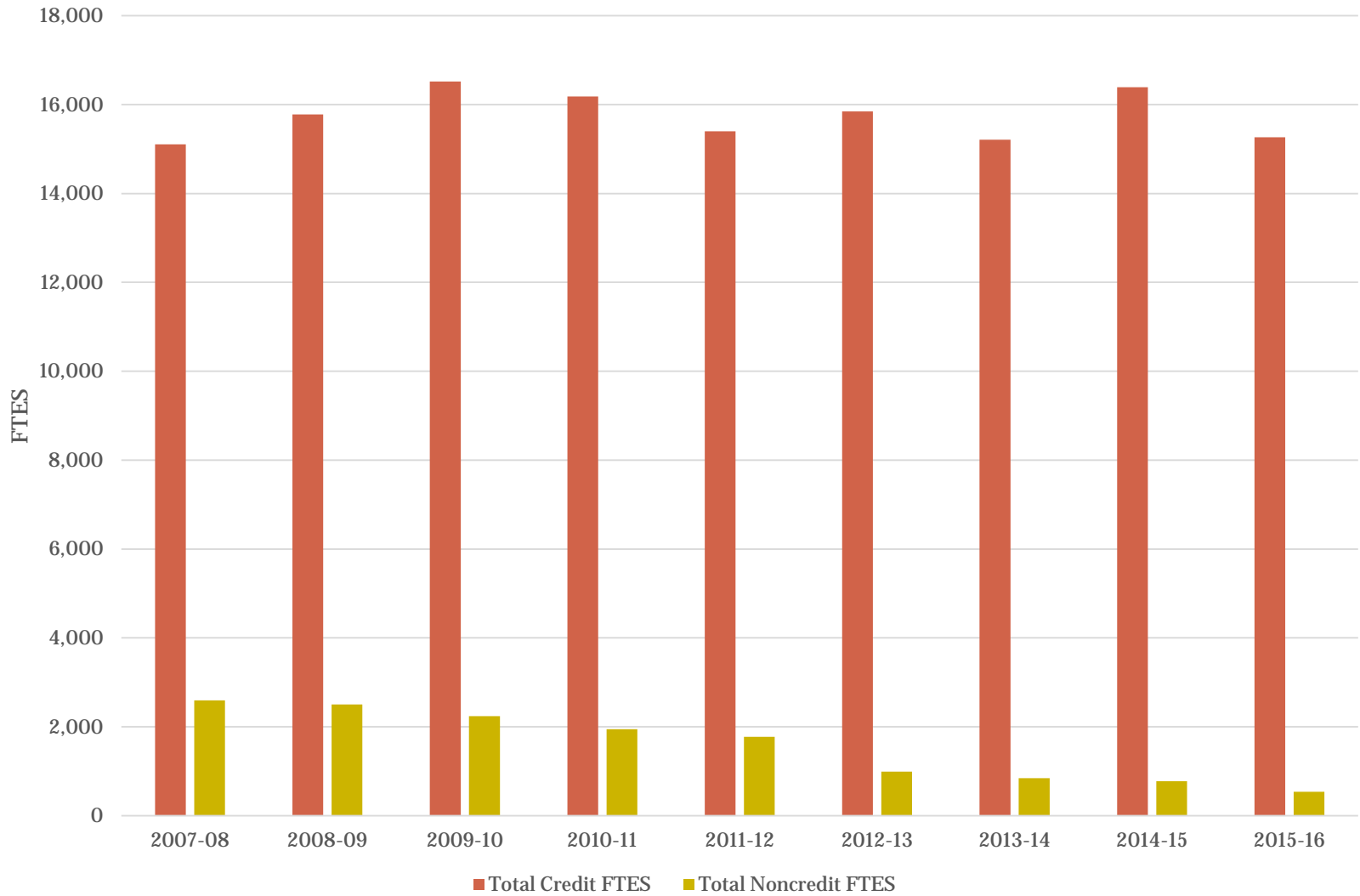
■ In District ■ Out of District ■ International F1 Visa ■ International Other Visa ■ Out of State



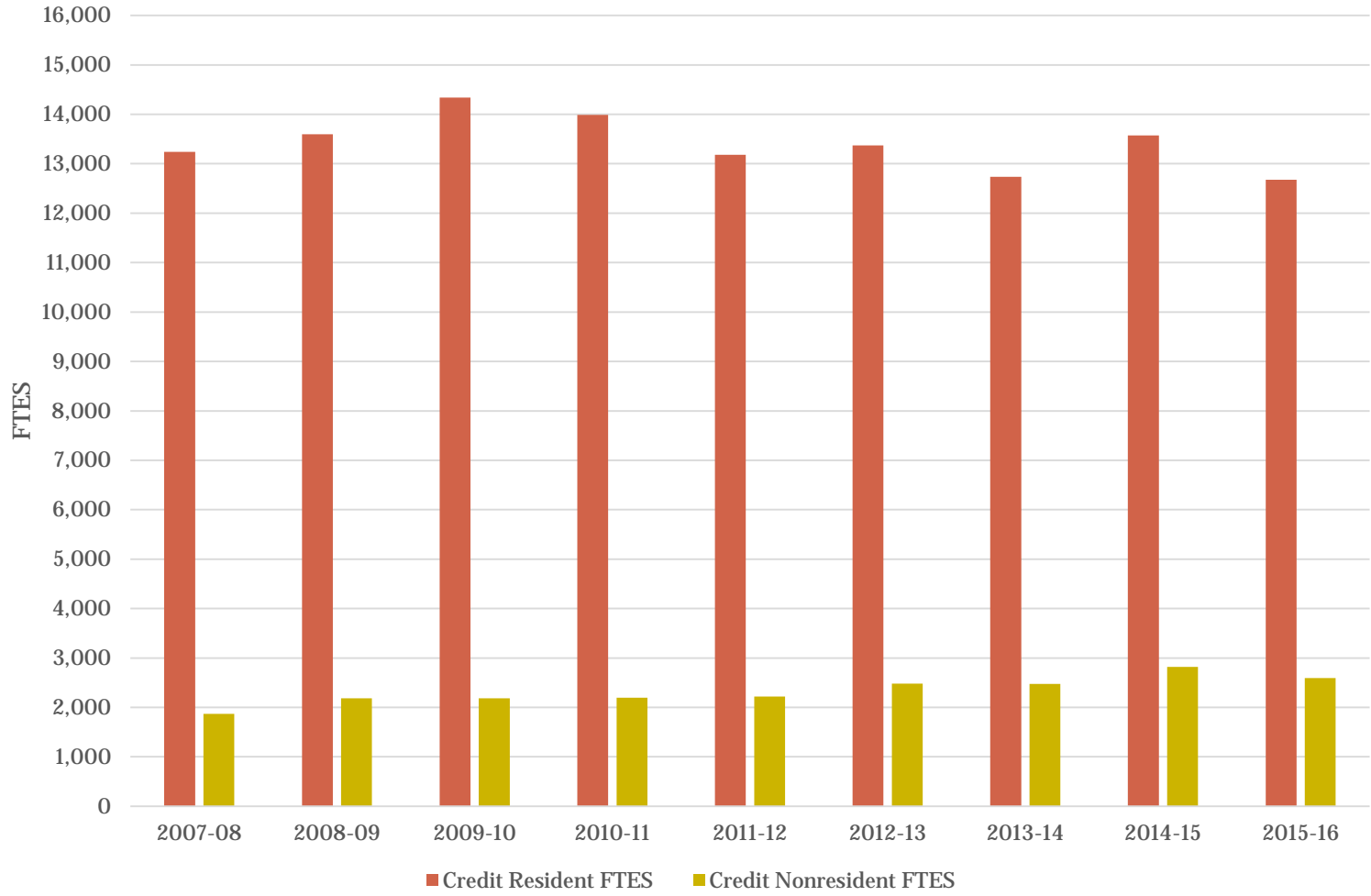
FTES



FTES Distribution – Credit vs. Noncredit



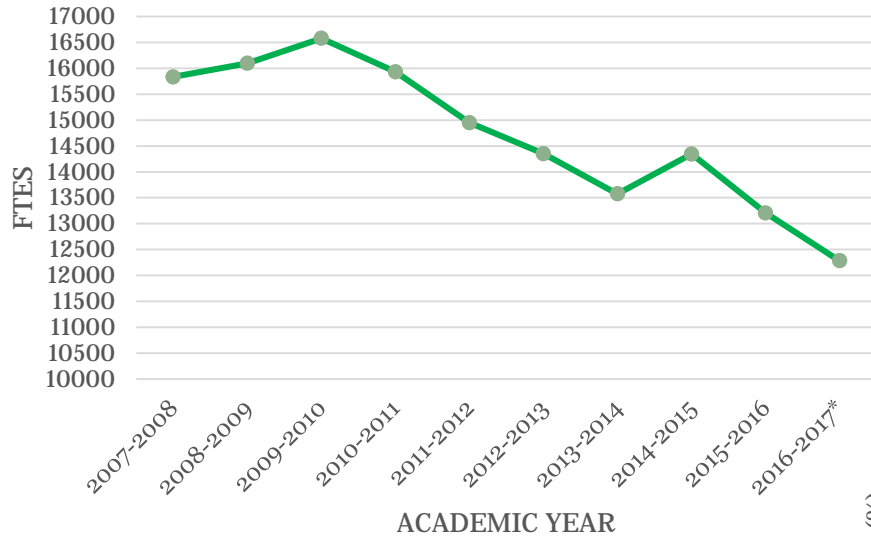
Credit FTES - Resident Type



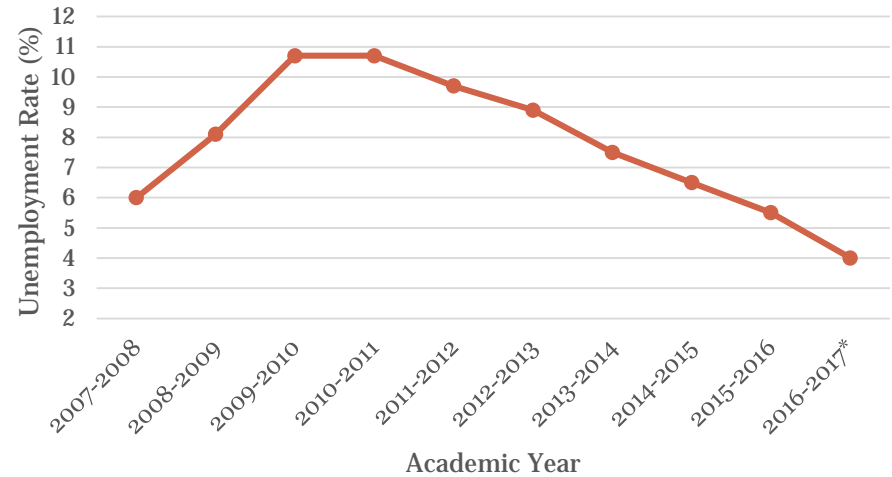
Relation to Unemployment



Total Resident FTES



SB Unemployment

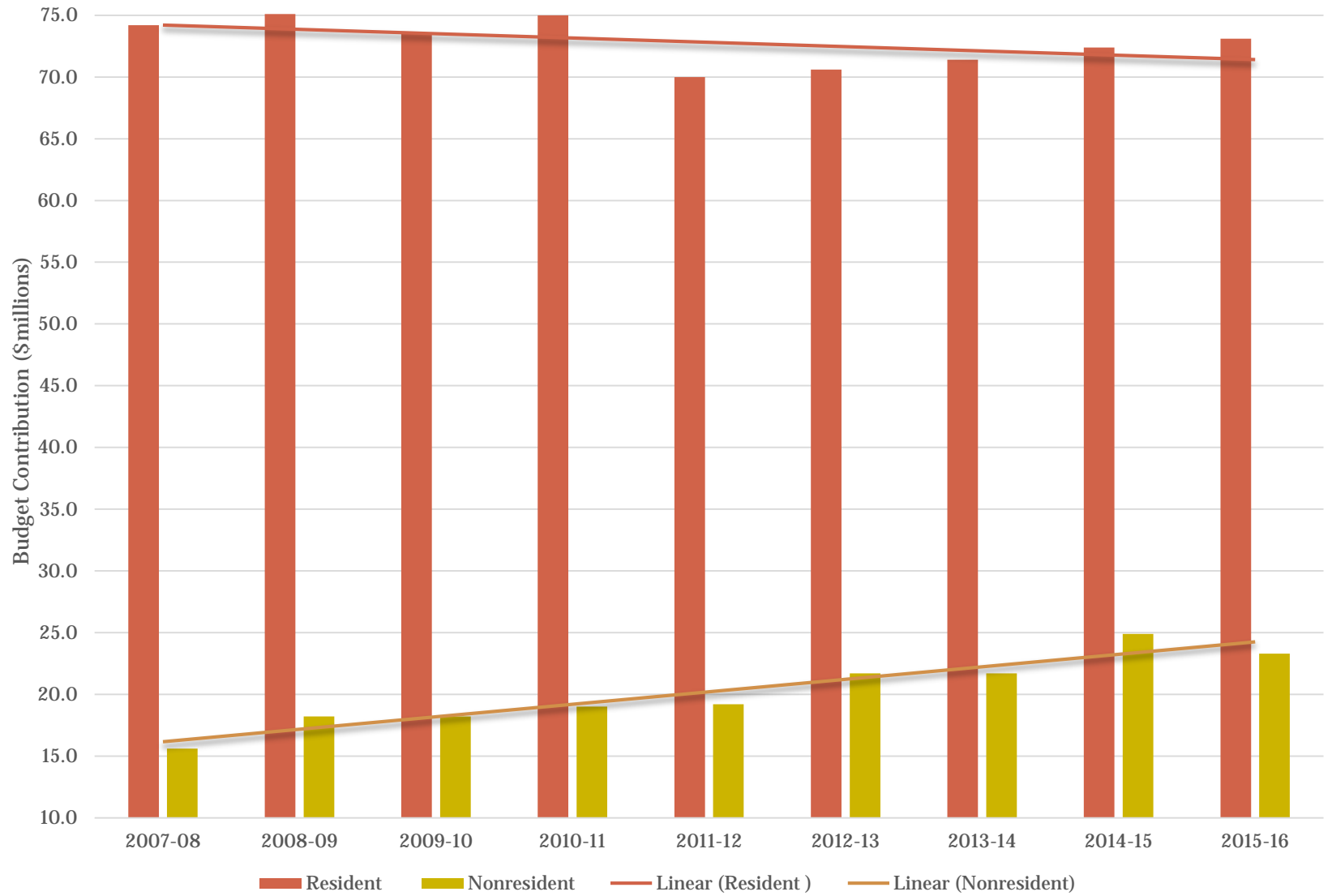


FTES and the General Fund



RESIDENT AND NONRESIDENT CONTRIBUTIONS

General Fund



THE NEW SBCC



**WHO WILL WE BE?
TARGET IDENTIFICATION AND ACTIVE
ENROLLMENT MANAGEMENT**

Who we've been.....



CREDIT HEADCOUNT	19711
In-District	11616
Out -of-District	5898
Non-Resident	2197
International F1 Visa	1230
International Other Visa	57
Out of State	910

FTES	15746
Resident	13411
Non-resident	2335
Credit	89.5%
Noncredit	10.5%
Transfer	59%
CTE	28%
Basic Skills	13%

Who will we be?



CREDIT HEADCOUNT	20000
In-District	13000
Out -of-District	5000
Non-Resident	2000
International F1 Visa	1400
International Other Visa	100
Out of State	500

FTES	15500
Resident	13500
Non-resident	2000
Credit	90%
Noncredit	10%
CREDIT FTES	
Transfer	61%
CTE	28%
Basic Skills	11%

Where do we go from here?



SANTA BARBARA
CITY COLLEGE



SANTA BARBARA
CITY COLLEGE



SANTA BARBARA
CITY COLLEGE

Questions?

Questions?