



Northwest Vista College

Strategic Enrollment Management Plan 2021-2026

Northwest Vista College's plan for growth over the next five years enables the college to serve as a catalyst for socioeconomic mobility in San Antonio and offer opportunities for our citizens to enroll in and earn a college credential at increasing rates.

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I. INTRODUCTION AND EXECUTIVE SUMMARY

Northwest Vista College (NVC) is a Hispanic-Serving Institution (HSI) and is one of five colleges in the Alamo Community College District (ACD). NVC is celebrating 26 years of *Creating Opportunities for Success* in the San Antonio community and is located in one of the fastest growing areas in the city. As the third largest higher education institution in San Antonio, the college educates over 18,000 students each fall.

In the fall of 2019, the colleges and the ACD partners launched an initiative on strategic enrollment to co-create the future of the colleges through targeted growth. NVC formed a Strategic Enrollment Management (SEM) Leadership team and three Situation Analysis teams that spent a year developing a four-tiered approach: 1). data collection and analysis, 2). situation analysis and synthesis, 3). action plan and strategy development and 4). enrollment and budget projections and impact.

In fall 2019, NVC reached a milestone of enrolling over 18,000 students. The unduplicated headcount growth from Fall 2017 to Fall 2020 represents a 10.6% enrollment growth however our increase in contact hours lags with a modest 0.4% growth during that same period and in Fall 2020, in the midst of COVID-19, we reached an all-time low in percent of students who are enrolled full-time (20.8%).

Term	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Unduplicated Headcount	16,752	16,293	18,010	18, 542
Contact Hours	2,262,616	2,191,736	2,408,640	2,272,592
Percent Full-Time	24.6%	24.1%	26.3%	20.8%

Data Table 1 Source: Certified CBM001, Certified CBM004, Financial Aid Database System (FADS)

The overall goal of the SEM plan is to ensure NVC’s ability to evolve as an institution and build capacity to equitably recruit, onboard, teach, mentor, retain, and award credentials to students, while saving them time, hours, and dollars. It is NVC’s commitment and critical obligation to support socioeconomic mobility for our citizens and end cycles of poverty and racial inequity.

NVC Strategic Enrollment Management Plan 2021-2026 Critical Analysis

Introduction

There are communities within NVC’s recruitment area with low college going rates compared to other communities that the college serves.

- Increase enrollment
 - Market penetration in underrepresented communities
 - Continuing student retention
 - AlamoPROMISE

NVC student are more likely to enroll part-time (79.2% fall 2020) which increases the time to credential completion.

- Increase enrollment intensity/degree velocity
 - Summer Momentum Program (SMP)
 - Strategic Schedule Build and Management

- Day, time, modality of course offerings
- AlamoPROMISE nine-hour requirement for fall and spring

NVC's Strategic Enrollment Management planning process has increased our awareness of the critical crisis we find area communities in, with regards to barriers to higher education, that contributes to extreme poverty in San Antonio.

As part of our fight against poverty in San Antonio, NVC's SEM provides a roadmap to reach area communities that have low college going rates and are historically underrepresented.

From December 2019-January 2021, approximately fifty NVC employees engaged in ongoing data review, situational analysis and synthesis, action planning, and strategies development that has culminated in the NVC's SEM for 2021-2026.

Summary

NVC's SEM is strengthened by our resolve and commitment to actively participate and contribute our time, talent, and treasures to help reduce poverty in our community. We have looked inward to identify and prioritize our opportunities for improvement.

Our main guiding principle is that our SEM action plan and strategies will center on the needs of our future and current students.

We believe access to higher education and credential attainment positively correlates with socioeconomic mobility. Our SEM work has affirmed this belief.

NVC engaged many employees in the development of the 2021-2026 SEM. This inclusive and collaborative approach allowed for the incorporation of diverse ideas and strategies. The SEM contributors were faculty and staff representing all areas and roles of the college.

The following outlines important milestones leading up to NVC's SEM:

1. Data collection and analysis
 - a. A Canvas module was created for the storing of data required of SEM contributors.
 - b. Data was provided to SEM contributors quickly and efficiently upon request.
2. Situation Analysis Teams
 - a. Twenty-five situation analyses were created with an opportunity to edit and enhance in three rounds using the feedback from our RNL consultant.
 - b. The twenty-five situation analyses were prioritized.

Analysis

- c. There were twelve, final situation analyses.
- 3. Action Planning
 - a. Situation analyses provided the focus of our Action Planning process.
 - b. Five Action Plans were created in response to the prioritized situation analyses.
 - i. Academic Program Mix
 - ii. Cultivating Transformation Relationships
 - iii. Enrollment Intensity/Degree Velocity
 - iv. Equity-Minded Outreach and Recruitment
 - v. Redesigning Student Onboarding Experience
 - c. Enrollment and Budget Impact
 - i. Enrollment and budget projection calculations for 2021-2026 correlate with SEM strategies
 - d. Return on Investment
 - i. Calculation of enrollment, credential completion, and budget increases as a result of SEM strategies

Conclusion

Overall, effective, strategic initiatives that increase market penetration in low college-going communities, coupled with enrollment intensity opportunities while providing transformational relationships, can reduce poverty in San Antonio. Armed with a strong understanding of social and racial injustices in San Antonio, NVC's SEM plan is a resistance against poverty and racism.

II. MISSION AND VISION

MISSION

Northwest Vista College creates opportunities for success by offering quality academic, technical, and life-long learning experiences to its diverse communities in a collaborative, student-centered, data-informed, and shared leadership environment.

As a Hispanic-Serving Institution, Northwest Vista College fulfills its mission by offering the following:

- Transfer education to provide students with the first two years of the bachelor's degree
- General education courses in the liberal arts and sciences to support all degree programs
- Career preparation to prepare students for immediate employment
- Developmental studies to bring student basic skills to a college level

- Continuing education to include enrichment, English as a second language, training, licensure, and professional programs
- Academic and student support services for all students to include comprehensive advising and monitoring, high-quality learning resources, assessment, counseling, tutoring, and financial assistance
- Academic co-curricular activities, social and cultural activities, and information literacy

VISION

To become responsible members of our world community, we create exemplary models for:

Learning to Be

- Understanding who I am
- Developing self
- Being open to new ideas
- Developing a value set
- Developing the creative self
- Being joyful

Learning to Work

- Developing technical skills and knowledge
- Developing creative and critical thinking skills
- Developing communication skills
- Developing work ethic
- Collaborating effectively

Learning to Serve

- Developing an ethic of service
- Developing skills for responsible citizenship
- Developing social and environmental responsibility
- Developing a global perspective
- Engaging in service to community

Learning to Lead

- Developing and supporting each other
- Applying Core Learning elements of Attitudes, Skills, and Knowledge
- Valuing innovation and risk-taking
- Serving as a positive role model
- Developing mediation and team-building skills

Together...

- Positive interdependence
- Partnering
- Collaboration
- Cooperation

- Tolerance for and acceptance of difference
- Synergy

III. KEY PERFORMANCE INDICATORS

- Enrollment Unduplicated Headcount
- Contact Hour
- Success
- Retention
- Persistence
- Completion of Credential

DISAGGREGATED BY:

- Gender
- Race/Ethnicity
- Age
- Full/Part-Time Enrollment
- Milestone of Hours Earned (0-15, 16-30, 31-45, >46)
- Day/Night
- In Person/Fully Online/Hybrid
- Top Feeder High Schools
- Zip Code
- Economic Disadvantage

IV. PROJECT CHRONOLOGY, ORGANIZATIONAL STRUCTURE, AND PROJECT CONTRIBUTORS

A. Chronology

NVC is prepared to meet the changing academic and student support services demands of our current and future students by developing and implementing its Strategic Enrollment Management (SEM) Plan. NVC is taking a systematic approach to achieving its mission and long-term goals for enrollment and degree completion while focusing on racial equity in support of our diversity, equity, and inclusion (DEI) priorities.

NVC has historically embraced data-informed and collaborative approaches to strategic planning and utilizes cross-college teams to develop and deploy action plans. This approach is at the core of its SEM planning efforts. Therefore, employees from all areas of the college are leaders and contributors to the SEM development and deployment.

In 2019, the Alamo Colleges District and its five colleges contracted with Ruffalo Noel Levitz to assist in the development of college SEM plans that include ACD-wide interdependent and collaborative action plans.

Chronology Summary

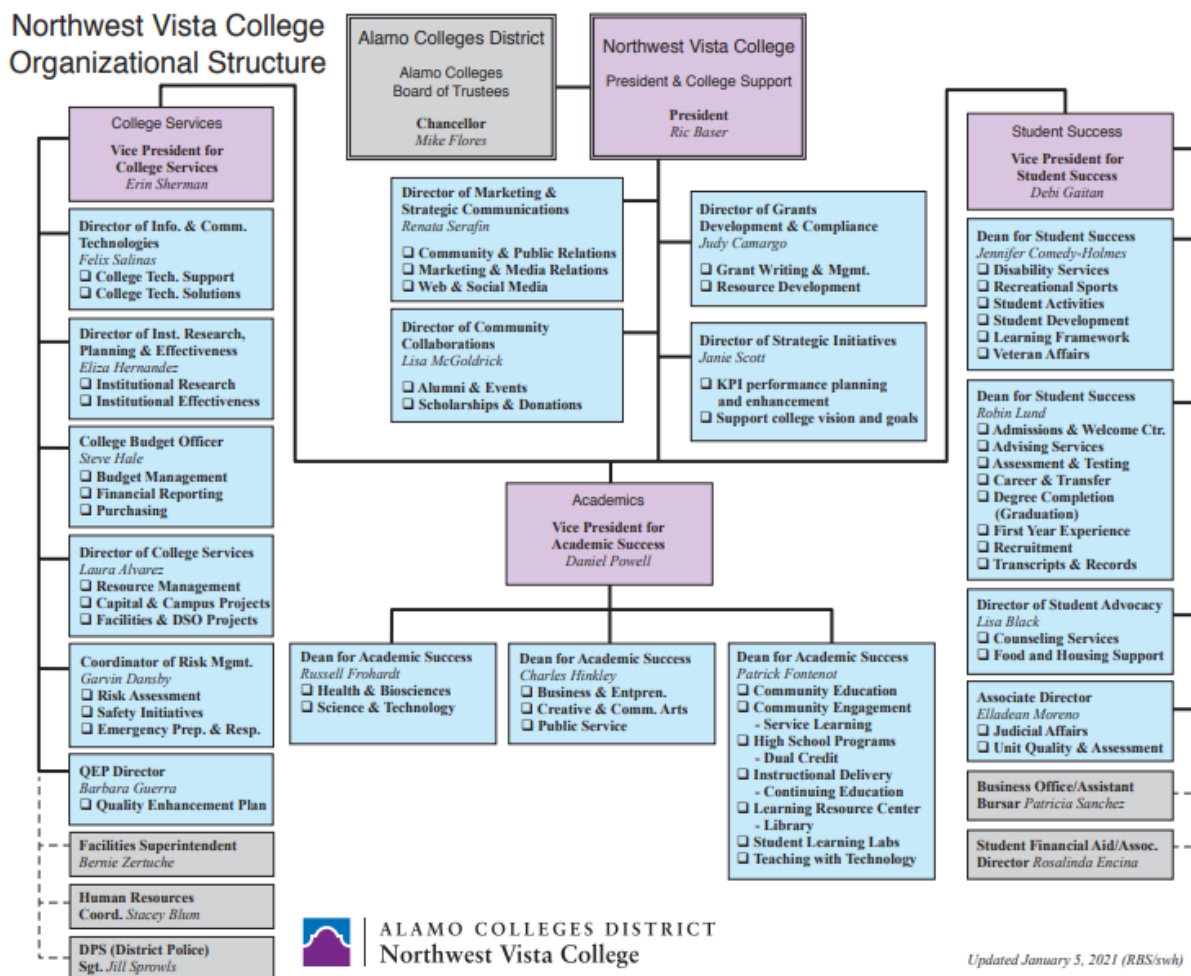
Date	Event/Action
Fall 2019	November 5-6, 2019: SEM project launched - college and ACD leaders and subject matter experts.

Fall 2019	December 12-13, 2019: NVC on-site project launched (SEM consultation #1): Clarified project scope, reviewed planning assumptions, and ideal outcomes, reviewed data, identified data and internal communication leads, identified Key Performance Indicators, initiated situation analysis development, and formed organizational structure: SEM Leadership Steering Team with three SEM Sub-Groups. 1). Academic Programs, 2). Student Support Services, 3). Communication and Marketing,
Fall 2019 – Spring 2020	NVC SEM Leadership Steering Team began weekly meetings; the SEM subgroups held meetings to conduct data review and situation analysis development.
Spring 2020	January 30-31, 2020: On-site visit with RNL (Recruitment and Admissions consultation #1): reviewed recruitment history, short-term opportunities, recruitment territories, student focus group feedback, and communication plan.
Spring 2020	May 7-8, 2020: Remote visit with RNL consultant (SEM consultation #2): Reviewed situation analysis and synthesis for 1-pagers, conducted strategy ideation for action planning, began to prioritize strategies with SEM Leadership Steering team, reviewed RNL SSI results, conducted enrollment projection ideation, and determined intermission assignments.
Spring 2020	May 21-22, 2020: Remote visit with RNL (Recruitment and Admissions consultation #2): Discussed virtual recruitment opportunities, relationship building strategies ideation, reviewed communication best practices, and reviewed best use for data.
Spring 2020	Completed situation analysis, synthesis, prioritization of strategies development. NVC began with twenty-five situation analysis that led to eighteen possible strategies and eventually twelve were selected based on prioritization and alignment with mission and equity agenda.
Summer 2020	Completed the synthesis and prioritization of the twelve strategies and identified the top five: 1). Academic Program Mix, 2). Cultivating Transformational Relationships, 3). Enrollment Intensity, 4). Equity Minded Outreach and Recruitment, and 5). Redesigning the Student Onboarding Experience.
Summer 2020	August 4, 2020: Remote visit with RNL consultant (SEM – Virtual Summit Prep Session: 1). Prepared for a brief presentation of NVC’s five college-focused strategies.
Fall 2020	September 1, 2020 Received the final consultant report that included an overview of NVC’s strategies: Increase market penetration, retention, persistence, enrollment intensity, and

	<p>completion with an equity-minded focus. 2). Improve the onboarding experience to include streamlining the payment process. 3). Build a 2-year course schedule. 4). Improve and support online learning and student success outcomes. 5). Improve and streamline technologies to reduce redundancy.</p> <p>September 10, 2020: Participated in an ACD-wide virtual summit and presented NVC's top five strategies.</p>
Fall 2020	<p>October 2020: Established ACD-wide Interdependent Guidelines and Strategy Champions and teams: 1). Admissions Process/Onboarding. 2). CRM Implementation. 3). Academic Program Planning. 4). Student Financial Need Support and Student Success. 5). Technology and Data Access. 6). Marketing Alignment & Communication Strategy.</p>
December 2020	<p>December 1, 2020: Remote visit with RNL consultant (SEM consultation #3): SEM planning: Remaining Work and Timeline</p>
January 15, 2021	<p>Completed action plans for college specific strategies (items ii-vii).</p> <p>Prioritized and phased strategies.</p> <p>Determined the SEM plan outline.</p> <p>Completed SEM plan Draft #1: Mission and Vision, Key Performance Indicators, Planning Assumptions, Project Focus Areas, Organizational Structure, Project Contributors, Situation Analysis highlights</p>
Jan. 22, 2021	<p>Developed projections for enrollment impact (cumulative and de-duplicated) impact of the strategies, coupled with impact from ongoing initiatives and impact from district-interdependent strategies).</p>
Jan. 29, 2021	<p>Completed SEM plan Draft #2: Plan Introduction, Executive Summary, Preliminary Enrollment Projections, Sustainable Structure</p> <p>2-hour strategy prioritization working session with district interdependent strategy teams. Intermission survey to the colleges to prioritize ACD-wide interdependent strategies: Revalued Interdependent Strategies Ranking: #1 CRM Implementation and #2 Admissions/Onboarding Processes</p>
February 8, 2021	<p>90-minute remote visit with RNL consultation (SEM consultation #4): SEM leads to discuss the integration of projections from the district interdependent plans into the college plans.</p>
Feb 12, 2021	<p>Completed SEM plan Draft #3: Finalize College Enrollment and Budget Projections, Goals, and Plan for Transition from Strategic Enrollment Planning to Management.</p>

Feb 15, 2021	90-minute remote visit with RNL consultant (SEM consultation #5): Merge college enrollment projections with ACD interdependent projections. Build comprehensive projections model.
March 5, 2021	Completed SEM plan Draft #4: Comprehensive enrollment projections with baseline data and SEM strategies data.

B. College Organizational Chart



C. Project Contributors

Special thanks to the members of NVC’s SEM Leadership team and the project contributors for their tireless efforts developing a comprehensive five-year SEM plan with strategies and activities based on data in the areas of connection, entry, progress, completion, and transition. Throughout the SEM planning process, they contributed their

time, talent, and treasures and created a clear vision for our SEM plan (see appendix for the names and titles of project contributors).

V. GUIDING PRINCIPLES, DISTINCT CHARACTERISTICS, SEM PRIORITIES, AND IDEAL OUTCOMES

Guiding Principles

1. SEM will be centered on the needs of our current and future students.
2. The SEM will help us define our new era.
3. SEM will promote Access, Advocacy, Diversity, Equity, and Inclusion.
4. All members of the college are responsible for strategic enrollment management.
5. From continuous improvement to radical innovation.
6. Curiosity will expand opportunities for success.
7. SEM will create a student-centered onboarding experience that goes beyond the FTIC experience.
8. SEM will involve and positively impact the entire NVC community.
9. SEM will create opportunities to strategically deliver teaching, learning, and support services in a remote environment.

Distinct Characteristics

1. Active and collaborative learning
2. Undergraduate research
3. Holistic wrap-around services and advocacy
4. Local business council engagement
5. Transfer success
6. Agile and joyful

Strategic Enrollment Plan Priorities

1. Improve student learning experiences and outcomes
2. Increase student enrollment (headcount)
3. Increase enrollment intensity/Increase average hours enrolled
4. Increase certificate and degree completion rates
5. Decrease the number of hours, time, and money spent to degree completion
6. Increase and improve NVC's partnerships, support, and engagement in and with our community
7. All of the above, with a strategic focus on reaching and serving historically underrepresented populations

Ideal Outcomes

1. Increase socioeconomic mobility in San Antonio

2. Enhance and implement strategic course scheduling to meet the growing demands due to enrollment intensity, AlamoPROMISE, new buildings, etc.
3. Strategically utilize the MyMAP Framework
4. Align of P-16 partnerships and priorities with business and industry needs
5. Streamline resources and improve efficiency for sustainability
6. Improve retention, persistence, success, and transfer rates

VI. SITUATION ANALYSIS SYNTHESIS

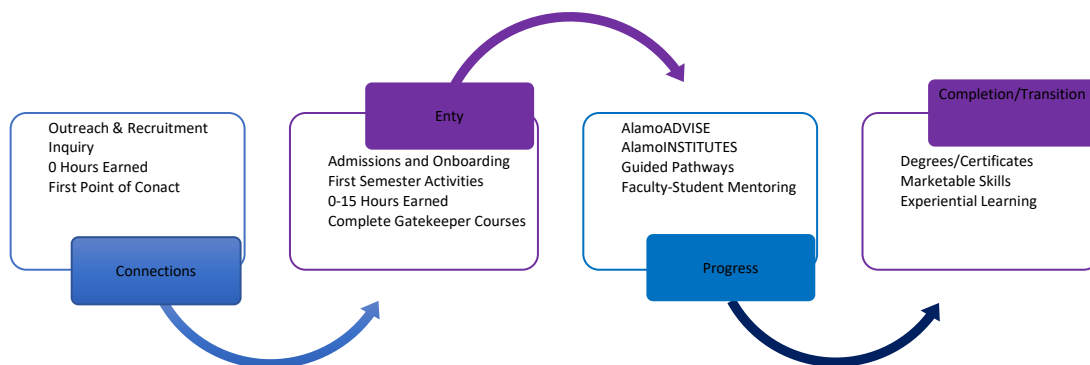
A. Project Focus Areas

NVC’s SEM focus is on reaching, teaching, and serving historically under resourced and underrepresented communities through improved connections, onboarding, retention, and completion strategies. Enrollment intensity and degree velocity strategies such as AlamoPROMISE, strategic schedule build, academic program mix, faculty-student mentoring, and Summer Momentum Plan are intended to increase student enrollment, success, retention, and completion of a credential while maintaining student learning performance by:

- Increasing enrollment headcount
- Increasing credit and contact hours
- Increasing in-term retention and next-term persistence
- Increase success and PGR rates

NVC’s Strategic Enrollment Management Plan focuses on the four major phases of the student’s enrollment lifecycle, referred to as:

MyMAP



B. College Demographics

In Fall 2020, NVC experienced an increase of 10.6% in headcount from Fall 2017. However, during that same period there was only a 0.4% increase in contact hours. All other characteristics have remained relatively stable over the same period of time.

CHARACTERISTIC	FALL 2017	FALL 2018	FALL 2019	Fall 2020
Head Count	16,752	16,293	18,010	18,542

Contact Hour	2,262,616	2,191,736	2,408,640	2,272,592
Male	44.4%	43.3%	43.3%	40.8%
Female	55.6%	56.7%	56.7%	59.2%
White	24.1%	22.4%	21.9%	20.3%
African American	7.1%	7.6%	8%	8%
Hispanic	62.3%	63.1%	62.8%	64%
Asian	3.4%	3.5%	3.5	3.7%
Other	3.1%	3.4%	3.8%	3.9%
<18 years old	21.8%	22.2%	21.3%	23.7%
18-21 years old	44.4%	44.9%	45.3%	42.8%
22-24 years old	12.8%	12.3%	12.3%	12%
25-29 years old	11.2%	9.5%	10.9%	9.9%
>30 years old	9.8%	11.2%	10.3%	11.7%
Average Age	21.9	21.8	21.9	21.9
Full-Time	24.6%	24.1%	26.3%	20.8%
Part-Time	75.4%	75.9%	73.7%	79.2%
Academic Major	90.7%	90.2%	90%	89%
Technical Major	9.3%	9.8%	10%	11%
First Time in College	15.6%	16.7%	18.4%	15.4%
Dual Credit	21.7%	22.1%	21%	23.5%
Continuing	57.3%	56%	54.2%	57.3%
First Time Transfer	5.4%	5.2%	6.5%	3.9%
Average Credit Hours	7.7	7.7	7.7	7.1
Contact Hours	2,262,616	2,192,736	2,408,640	2,272,592
Economically Disadvantaged	41.8%	32.6%	38.3%	TBD

o Data Table 2 Source: Certified CBM001, Certified CBM004, Financial Aid Database System (FADS)

C. Enrollment Impacts

NVC is located on the far northwest side of San Antonio in a fast-growing suburban area where there is both upward socioeconomic mobility and extreme poverty. Enrollment impacts have been positive due to the college's location and being in an Independent School District that has added six new high schools since NVC opened and a seventh will open in 2022.

Projected Enrollment from Feeder High Schools

	Phase I & II	Phase III	Total	SCH	Contact Hrs.
Year 1 & 2	135	-	135	1,217	19,472
Year 3	260	508	768	6,910	110,557
Year 4	361	839	1,199	10,795	172,715
Year 5	462	1,181	1,643	14,785	236,560
Year 6	564	1,584	2,148	19,335	309,353
TOTAL	1,782	4,112	5,893	53,041	848,857

Data Table 3 Source: IRES Enrollment Projections

However, in the wake of the COVID-19 pandemic, the pivot to 100% remote teaching and support services and extreme economic uncertainty, there was a shockwave running through all NVC systems that created unprecedented enrollment impacts. Matriculation by first-time in college students (FTIC) decreased by 24.3% from Fall 2019 to Fall 2020. This signifies the most dramatic FTIC decline in the college’s history. There was also a steady decline in the average hours enrolled and in Fall 2020 we reached an all-time low in percent of students who are enrolled full-time at 20.8%. Over this same period, there was a significant increase in continuing students at 7.9%. (see Data Table 2).

D. Equity Mindedness

In 2018, the US Census According to a 2019 story from the S.A. Express-News, "San Antonio is one of the nation's most economically segregated cities, with a stark and persistent racial divide in wealth and opportunity. In San Antonio, 1 in 5 Hispanics live in poverty." According to the U.S. Census there are certain zip codes in our immediate service area that have a high percentage of economically disadvantaged and under resourced individuals who are not enrolling in college. When reviewing the data of student enrollment from the west and southwest service areas of NVC, there is a minimal number of students that are enrolling in college from certain zip codes. In order to close the gap and promote socioeconomic mobility, NVC needs to expand the time and effort in the west and southwest service areas and add outreach and recruitment support to the communities with low college going rates.

In summer 2020, NVC made a commitment to become an anti-racist institution. NVC recognizes that racism consists of principles and practices that cause and justify an inequitable distribution of rights, opportunities, experiences and access to college across racial groups. NVC acknowledges the historical legacy of exclusion and marginalization in higher education. NVC affirms its responsibility to continuously learn about and disrupt systems of privilege, inequity, and oppression. NVC’s SEM plan reflects its resolve to proactively recruit, teach, advise, mentor, and retain historically underrepresented individuals.

VII. STRATEGIES AND PRIORITIES FOR ACTION

STRATEGIC ENROLLMENT MANAGEMENT ACTION PLANS AND STRATEGIES SUMMARY

ACTION PLAN	GOALS	TARGET POPULATION	STRATEGIES	ACCOUNTABILITY LEADERS
<div style="background-color: #4F81BD; color: white; padding: 10px; text-align: center; margin-bottom: 5px;">Academic Program Mix</div> <p><i>Engage our community partners in transfer and workforce programs by creating systemic</i></p>	<ol style="list-style-type: none"> Increase new enrollment and retention in Career Technical Education Programs Increase earned credentials 	<ol style="list-style-type: none"> All applying students All continuing students 	<ol style="list-style-type: none"> Evaluate the effectiveness of current Career Technical Education Programs Develop clear pathways that reduce time, 	VPAS, AS Deans and Career Technical Education Program Coordinator

processes that foster educational opportunities through different teaching locations, alternative modalities of instruction with equity mindedness.

*Enrollment Gain – 3,231
2021-2026*

<ol style="list-style-type: none"> 3. Decrease time to credential 4. Increase Prior Learning credit 		<ol style="list-style-type: none"> hours, and dollars to credential 3. Expand transfer and Career Technical Education Program offerings to accelerate student completion 4. Complete a gap analysis of community and business needs with the intention of developing new workforce programs 5. Develop new high demand and high wage Career Technical Education Programs 	
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ACTION PLAN

Cultivating Transformational Relationships

Foster strategic and meaningful connections and relationship building that contributes to increased student retention.

*Enrollment Gain - 167
2021-2026*

GOALS	TARGET POPULATION	STRATEGIES	ACCOUNTABILITY LEADERS
<ol style="list-style-type: none"> 1. Increase retention 2. Increase faculty and student participation in the mentoring program 	<ol style="list-style-type: none"> 1. Continuing AlamoPROMISE Scholars 	<ol style="list-style-type: none"> 1. Develop and deploy a formal training – certification 2. Develop and deploy a formal student mentor orientation 3. Establish baseline KPIs 4. Develop support program assessment and outcomes 5. Develop and deploy a student tracking system 6. Develop and deploy a faculty mentor 	AS Deans and Faculty Development Fellow

Enrollment Intensity

Improve student persistence and credential completion through enrollment intensity within an equity-minded framework.

*Enrollment Gain - 917
2021-2026*

		<ul style="list-style-type: none"> recognition system 7. Establish a sense of community with students through effective mentoring communication, activities, and processes 	
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ACTION PLAN

GOALS	TARGET POPULATION	STRATEGIES	ACCOUNTABILITY LEADERS
<ul style="list-style-type: none"> 1. Increase retention 2. Increase contact hours 3. Increase credit hours 4. Increase earned credentials 5. Increase persistence 6. Decrease time to credential 	<ul style="list-style-type: none"> 1. First Time In College students 2. AlamoPROMISE Scholars 3. Continuing students 	<ul style="list-style-type: none"> 1. Conduct an in-depth analysis of course schedule to determine whether courses are offered to accommodate enrollment intensity for predominantly part-time, working students 2. Promote Summer Momentum 3. Promote enrollment velocity in advising and mentoring sessions 4. Use of co-requisite and alternative measures for DE placement 	Vice Presidents for Academic Success (VPAS) and Student Success (VPSS). AS and SS Deans, Directors of Strategic Initiatives (DSI), Enrollment Services (DOE), and Advising (DOA), Academic Chairs and Discipline Leaders

ACTION PLAN

Equity Minded Outreach & Recruitment

GOALS	TARGET POPULATION	STRATEGIES	ACCOUNTABILITY LEADERS
<ul style="list-style-type: none"> 1. Increase new enrollment 2. Increase college going rate in historically under represented communities 	<ul style="list-style-type: none"> 1. Recent high school graduates 2. Individuals, households and businesses in targeted zip codes 	<ul style="list-style-type: none"> 1. Develop onboarding Touch Points 2. Create a Coaches dashboard 3. Develop preferred and 	VPSS, SS Dean for Enrollment, and Advising, DOE, Recruitment Coordinator, Mar-Com Director and Financial Aid Manager

Expand NVC’s market penetration rates of underrepresented and under resourced communities to promote socioeconomic mobility.

*Enrollment Gain - 525
2021-2026*

ACTION PLAN

Onboarding

Design a coherent onboarding experience that enables students to complete enrollment requirements faster while having the opportunity to explore academic program options and make informed decisions.

*Enrollment Gain – 2,419
2021-2026*

3. Increase number of AlamoPROMISE Scholars		alternative methods to complete each onboarding step	
Goals	Target Population	Strategies	Accountability Leaders
<ol style="list-style-type: none"> 1. Increase new enrollment and retention 2. Increase conversion rates of admitted applicants to enrolled at census 3. Increase completion of steps to enrollment 4. Reduce the time to enrolled 	<ol style="list-style-type: none"> 1. Applying students 	<ol style="list-style-type: none"> 1. Identify admitted students who are most likely to matriculate to NVC (Red, Yellow, Green) 2. Identify and eliminate barriers, such as, holds 	VPSS, SS Dean for Enrollment and Advising, DOE and DOA

IIIX. FUTURE STRUCTURE TO ENSURE ONGOING STRATEGIC ENROLLMENT MANAGEMENT

The complexity of sustaining SEM action plan initiatives requires input, expertise, and leadership from subject matter experts from all areas of the college who ultimately need to implement various and ongoing strategies. To structure the involvement of diverse stakeholders, NVC will keep SEM committees composed of faculty, staff, and administrators who will meet on, at minimum, a monthly basis. To further engage college leadership, SEM status updates will remain on the Executive Cabinet’s weekly agenda. An SEM Canvas course has been created where team members can submit data, documents, and ideas for sustainability efforts. The information in the Canvas course will be utilized during the college’s annual Strategic Planning Retreat. SEM Action Plans, to include enrollment impacts, revenue and expenses and budget impacts will remain dynamic and formally embedded in the college’s strategic and budget planning cycles.

IX. CLOSING COMMENTS

Going forward, NVC's ability to achieve the enrollment potential presented in the SEM plan will be largely determined by:

- Internal and external environmental factors such as NVC's ability to sustain a healthy and mostly online academic and student support environment, the San Antonio communities' economic recovery from COVID-19, and the continued cut in state funding for Community Colleges.
- The ability to invest new resources required to reach enrollment potential.
- The diligence with which NVC pursues SEM enrollment strategies, over time, using established methods to project enrollment and budget impact.

The process of SEM planning can be transformational in terms of positioning NVC for enrollment and credential growth. If the SEM plan is used as a roadmap for daily operations NVC has the opportunity to reach its full enrollment and credential completion potential.

The SEM plan will be modified based on changing priorities, opportunities, and conditions, however, NVC will stay on course and focus on serving underrepresented and under resourced communities. The SEM plan embraces the quality journey NVC is on where there are no quick-fixes or easy buttons. The plan is strategic, long-term, systemic, comprehensive, and dynamic.

XI. Appendix

Strategic Enrollment Management Plan Contributors

NVC - SEM Leadership Steering Team

Ric Baser, President

Debi Gaitan, Vice President for Student Success (SEM co-Lead)

Janie Scott, Director of Strategic Initiatives (SEM co-Lead)

Daniel Powell, Vice President for Academic Success

Erin Sherman, Vice President for College Services

Minerva Muniz, Administrative Assistant to the President

Robin Lund, Dean for Student Success

Jennifer Comedy-Holmes, Dean for Student Success

Russ Frohardt, Dean for Academic Success

Pat Fontenot, Dean for Academic Success

Yolanda Reyes-Guevara, Director of Enrollment Services

Christina Brown, Director of Advising

Renata Serafin, Director of Marketing and Strategic Communication

Eliza Hernandez, Director of Institutional Research, Planning and Effectiveness

Aaron Prado, Faculty Senate President

Laura Quintanilla, Staff Senate President

NVC SEM Situational Analysis and Strategic Action Plan Working Groups

- Student Success

Robin Lund, Dean for Student Success (Co-Lead)
Yolanda Reyes-Guevara, Director of Enrollment (Co-Lead)
Debi Gaitan, Vice President for Student Success
Erin Sherman, Vice President for Student Success
Jennifer Comedy-Holmes, Dean for Student Success
Pat Fontenot, Dean for Academic Success
Christina Brown, Director of Advising
Michael-Lee Gardin, English Faculty and former Faculty Senate President
Gary Bowling, Student Success Director
Angela Cavazos, Advising Team Leader
Julissa Boerm, Dual Credit Director
Steven Rocha, Student Success Coordinator
Rosalinda Encina, Financial Aid Associate Director
Patricia Sanchez, Assistant Bursar
Abel Ruiz, Assessment and Testing Associate Director
Trina Cowan, Psychology Faculty and Social Sciences Chair
Caroline Kuyumcuoglu, Supplemental Instruction for INRW Coordinator
Amanda Gorrell, Public Services Librarian
Eddie Bishop, Math Faculty
Cindy Zamudio, Enrollment Coach Team Leader
Aaron Prado, Music Faculty, Faculty Senate President (new member)

- Academic Programs

Daniel Powell, Vice President for Academic Success (Lead)
Russ Frohardt, Dean for Academic Success
Charles Hinkley, Dean for Academic Success
Julie Moore-Felux, English and Reading Chair
Alicia Baltazar, Academic Support Specialist
Denise Tolan, English Faculty/Coordinator
John Grillo, Computer Sciences and Technology Chair
Diane Bradford, English Faculty
Kiana Kersey, Art Faculty
Fiona Mc William, English Faculty
Kimberly Linsenbardt, Anthropology Faculty
Qiaoying Zhou, Mathematics and Engineering

- Marketing and Communication

Renata Serafin, Director of Marketing and Strategic Communication (Lead)
Lisa Black, Director of Student Advocacy and Resource Center
Guadalupe Cornejo, Community Health Program Faculty
Migdalia Garcia, Community Engagement and Coordinator of Service Learning
Shawn Harward, Digital Communications Coordinator

Yvonne Haynes, Community Education Program Manager
Neil Lewis, Humanities Faculty
Melissa Monroe-Young, Marketing and Communications Manager

NVC HISTORICAL MILESTONES

- In 1994, NVC was established
- Classes began in the fall of 1995 at partner sites, including the Northside Independent School District.
- Enrollment that first semester was 12 students.
- In 1998, NVC opened its first building.
- The first graduating class was in 1998 and had 20 graduates.
- In 2007, NVC received the Governor’s Texas Award for Performance Excellence
- In the 2008-09 academic year, NVC opened five new buildings.
- In 2012, NVC was nationally recognized by the Baldrige Performance Excellence Program in Leadership and Customer/Student Focus
- In 2014, Dr. Jackie Claunch retired and Dr. Ric Baser became NVC President.
- In 2018:
 - NVC held its 20th graduation ceremony
 - NVC is ranked No. 2 among the best community college in Texas by [BestColleges.com](https://www.bestcolleges.com/) for key performance indicators including acceptance, retention, graduation, enrollment rates and loan default percentages as a measure of graduates’ success.
 - NVC ranked No. 4 community colleges in the nation for Hispanics based on enrollment and degree completion data by Hispanic Outlook on Education magazine.
 - NVC was awarded the 2018 “Promising Places to Work in Community Colleges” from the National Institute for Staff and Organizational Development (NISOD) and “Diverse: Issues in Higher Education” magazine. NVC is among 18 colleges selected for this award from over 300 qualifying in the United States. NVC is one of five colleges in Texas and the only college in San Antonio and within the Alamo College District to receive this award this year.
 - Alamo Colleges, to include NVC, are awarded the coveted Malcolm Baldrige National Quality Award, the highest level of national recognition for performance excellence that a U.S. organization can receive.
 - More than 17,000 students enrolled at NVC.
- In 2019
 - NVC celebrates 25 years of Creating Opportunities for Success
 - NVC ranked No. 1 community college in Texas and No. 6 in the nation on the 2019 Best Colleges in America list released by Niche, a leading platform with 50 million users looking for information on K-12 schools and colleges in the U.S. The ranking is based on academic, admissions, financial aid and student life data from the U.S. Department of Education as well as millions of reviews

from students and alumni regarding value, academics, campus life, and other factors important to students.

- In 2020
 - In response to COVID-19, NVC successfully pivoted to 100% online teaching and learning.
 - NVC held its first December commencement in a true Texas fashion by celebrating the graduates at the Fiesta Texas Drive Inn Theater.

PERFORMANCE EXCELLENCE JOURNEY

- In 2002, NVC decided to get on the prestigious journey towards the Malcolm Baldrige Performance Excellence Award, the highest level of national recognition for performance excellence that a U.S. organization can receive. The journey began with the Governor's Texas Award for Performance Excellence (TAPE) which symbolizes that the organization is one of the best in Texas.
- In 2007, NVC was a recipient of the Governor's TAPE award in 2007 which made the college eligible to pursue the national award.
- In 2012, NVC earned the U.S presidential coveted recognition from the Baldrige Performance Excellence Program for outstanding performance in the areas of leadership and customer focus.
 - Shortly thereafter, the colleges joined the district to continue the Malcolm Baldrige quality journey.
- In 2018 the ACD (Colleges and District) received the Malcolm Baldrige National Quality Award.