

Enrollment Management Basics



APPORTIONMENT,
FTES,
ENROLLMENT
MANAGEMENT,
AND YOU.

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
- Efficient

Guiding Principle:



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

The Enrollment Management Journey



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

Enrollment Management and the Budget



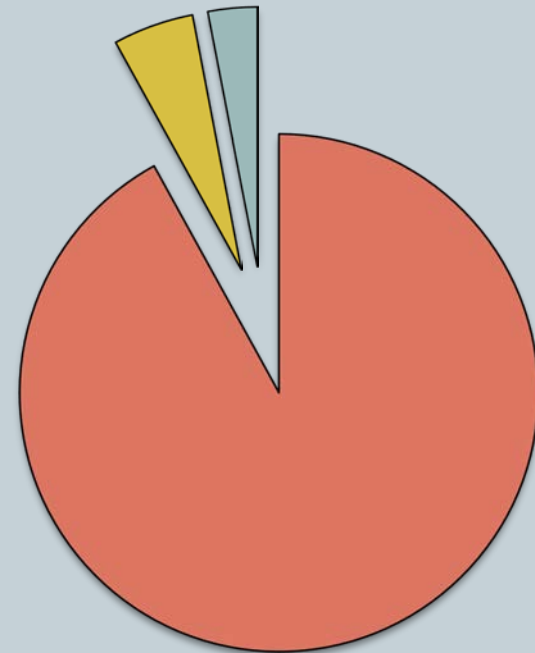
- **How is Budget impacted by EM Journey?**
 - Census – affects budget the most!
- **Census = 20% of term**
 - When we measure “enrollment” for funding purposes
 - FTES = Fulltime equivalent students

Sources of CCC Funding



- **Unrestricted General Fund**
 - “General Apportionment”
 - ✦ More than 90% of all funding
- **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

EXHIBIT C

	Base Funding	Marginal Funding	Base FTEs	Reductions FTEs	Revised Base FTEs	Growth FTEs	Restored FTEs	Stability FTEs	Total Funded FTEs	Unfunded FTEs	Actual FTEs
Workload measures:											
Credit FTEs	4,564.825100	4,564.830000	1,032,898.162	0.000	1,032,898.162	10,548.818	2,016.278	0.000	1,045,464.257	0.000	1,043,443.980
Noncredit FTEs	2,744.957800	2,744.957800	29,660.624	0.000	29,660.624	281.915	55.950	0.000	29,998.084	0.000	29,942.534
Noncredit - CDCOP FTEs	3,232.067600	3,232.067600	35,453.872	0.000	35,453.872	336.114	0.000	0.000	35,789.986	0.000	35,739.856
Total FTEs:			1,098,012.658	0.000	1,098,012.658	11,163.847	2,071.828	0.000	1,111,248.327	0.000	1,105,176.500

Base Revenues +/- Restore or Decline		V Other Revenues Adjustments	
A Basic Allocation	\$509,026,806	A Revenue Adjustment	\$-382,147
B Basic FTES Revenue Before Workload Reduction	\$4,925,406,048	B CDPG Rate Adjustment	\$0
C Workload Reduction	\$0	C RDA Prior Yr. Rev. Adjustment	\$0
D Revised Base FTES Revenue	\$4,925,406,052	Total Revenue Adjustments	\$-382,147
1 Credit Base Revenue	\$4,729,399,586	VI Stability Adjustment	\$0
2 Noncredit Base Revenue	\$81,417,154	VII Total Computational Revenue	
3 Career Development College NonCr	\$114,589,312	(sum of II, III, IV, V, VI, VII)	\$5,493,632,898
E Current Year Decline	\$0		
Total Base Revenue Less Decline	\$5,434,432,858		
II Inflation Adjustment		VIII District Revenue Source	
A Statewide Inflation Adjustment		A1 Property Taxes	\$2,304,270,000
B Inflation Adjustment	\$0	A2 Less Property Taxes Excess	\$-133,147,630
C Current Year Base Revenue + Inflation Adjustment	\$5,434,432,858	B Student Enrollment Fees	\$374,154,000
III Basic Allocation & Restoration		C State General Apportionment	\$2,794,937,000
A Basic Allocation Adjustment	\$0	D Revenue Shortfall	0.9720732108 \$153,419,528
B Basic Allocation Adjustment COLA	\$0	Total Available General Revenue	\$5,493,632,898
C Restoration	\$9,592,187	IX Other Allowances and Total Apportionments	
Total Basic Allocation & Restoration	\$9,592,187	A State General Apportionment	\$2,794,937,000
IV Growth		B Statewide Average Replacement Cost	
A Unadjusted Growth Rate		Number of Faculty Not Hired	\$0.00
B Constrained Growth Rate		Full-time Faculty Adjustment	\$0
C Constrained Growth Cap	\$0	Net State General Apportionment	\$2,794,937,000
D Actual Growth	\$50,000,000	X Unrestored Decline as of July 1st of Current Year	
E Funded Credit Growth Revenue	\$48,139,814	A 1st Year	\$23,713,222
F Funded Noncredit Growth Revenue	\$773,844	B 2nd Year	\$6,996,378
G Funded Noncredit CDPG Growth Revenue	\$1,086,342	C 3rd Year	\$0
Total Growth Revenue	\$50,000,000	Total	\$30,709,600

Regular Growth Capex adjusted by a factor of 81.91999510 to match funding

Single College District Funding Rates: Total FTEs			Multi-College District Funding Rate: Total FTEs			
>18,472	>9,236	<=9,236	Rural	>18,472	>9,236	<=9,236
\$5,538,000	\$4,428,727	\$3,321,545		\$553,591	\$4,428,727	\$3,875,138
Single College District - College FTEs			Multi-College District - College FTEs:			Total Colleges
>18,472	>9,236	<=9,236	Rural	>18,472	>9,236	<=9,236
			11			114
Revenue:						Total Colleges
>18,472	>9,236	<=9,236	Rural	>18,472	>9,236	<=9,236
			\$6,089,501			
State Approved Center: Funding Rates			Total State Approved Centers	Total State Approved Centers Revenue		
32	\$1,107,182		32	\$36,429,824		
Grandfathered or Previously Approved Center: Funding Rates @ FTEs Levels						
>924	>993	>462	>231	<=231		
\$1,107,182	\$630,388	\$553,591	\$276,795	\$138,388		
Number of Grandfathered or Previously Approved Centers: @ Total FTEs				Total Grandfathered or Previously Approved Centers		
>924	>993	>462	>231	<=231		
32	1	1	9	2		
Grandfathered or Previously Approved Center Revenue:				Total Grandfathered or Previously Approved Center Revenue		
>924	>993	>462	>231	<=231		
\$25,465,136	\$276,796	\$553,591	\$2,481,155	\$276,796		\$605,026,906

Basic Allocations

FTES

**CALIFORNIA COMMUNITY COLLEGES
2015-16 ADVANCE PRINCIPAL APPORTIONMENT
PASADENA AREA COMMUNITY COLLEGE DISTRICT**

September Revision

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	4,675.903023	4,723.597254	21,549.086	539.692	0.000	0.000	22,088.779	0.000	22,088.779
Noncredit FTES	2,811.752093	2,840.431965	616.320	15.436	0.000	0.000	631.756	0.000	631.756
Noncredit - CDCP FTES	4,675.903043	4,723.597254	313.430	5.558	0.000	0.000	318.988	0.000	318.988
Total FTES:			22,478.836	560.686	0.000	0.000	23,039.522	0.000	23,039.523

SO.....

**If we want revenue,
we MUST generate FTES !!!**

23,039.523 FTES = \$120,000,000.00*

****approximate with growth, COLA, etc.***

FTES Calculations

Don't Panic.....

In General.....



- 1 FTES = 1 full time student taking classes
 - ✦ 15 hours per week for
 - ✦ 2 semesters of 17.5 weeks each for a total of
- $= 15 \times 2 \times 17.5 =$ **525 contact hours**

But it's not quite that easy.....

Compressed Calendar



- **Not all semesters are 17.5 weeks**
 - PCC = 16 weeks compressed calendar
- **TLM – Term Length Multiplier**
 - Standard 17.5
 - Compressed Calendars varies (PCC = 16)
- **525 hours**
 - $15 \text{ hrs} * 17.5 \text{ wks} * 2 \text{ semesters}$ (Standard)
 - $16.4 \text{ hrs} * 16 \text{ wks} * 2 \text{ semesters}$ (PCC)

FTES Calculations



- **By WSCH (Weekly Student Contact Hours)**
 - Regularly scheduled and span the entire primary term
- **By DSCH (Daily Student Contact Hours)**
 - Regularly scheduled, but do not meet full term or are outside primary term
- **By Positive Attendance**
 - For classes that meet irregularly or are non-credit. *Based on ACTUAL attendance, not enrollment*
- **By Alternative Attendance Method**
 - For Independent Study/Work Experience and Distance Education

FTES Calculation - WSCH



- $WSCH = (\# \text{ students at Census}) * \text{Contact hours}$
 - ART 009 30 students * 3.4 hrs/wk = 102.0 WSCH
 - ART 009 40 students * 3.4 hrs/wk = 136.0 WSCH
- $FTES = (WSCH * TLM) / 525$
 - ART 009 $(102.0 \text{ WSCH} * 16) / 525 = 3.11 \text{ FTES} \sim \$14,500.00$
 - ART 009 $(136.0 \text{ WSCH} * 16) / 525 = 4.15 \text{ FTES} \sim \$19,500.00$

QUESTION:

For a given course, what is the only variable that affects FTES?

Other Methods of Calculation



Slightly fewer FTES per course

- **DSCH**
 - Uses enrollment at census
 - Must consider holidays
- **Positive Attendance**
 - Uses actual hours of attendance for each student
- **Alternative Method**
 - Uses units instead of contact hours
(some exceptions)

The True Cost of Education



- **Consider?**
 - FTES generated (income)
 - ✦ Dependent on size of class and WSCH
 - Instructional Cost (expense)
 - ✦ Staffing
 - Salary range (\$50.00/hr to \$100.00/hr) + mandates
 - ✦ Supplies and materials
 - Non-instructional costs
 - ✦ Everything else!

50% Law (1961)



Education Code 84362 (d)

“There shall be expended during each fiscal year for payment of salaries of classroom instructors by a community college district, 50 percent of the district’s current expense of education.”

So.....



- 50% of budget expenditures must be used for instructional salary and benefits
- 50% of budget expenditures used for supplies, materials, all other non-instructional salaries, utilities,

Figure it out!



- **PCC 001**
 - 3.4 hrs/wk
 - TLM = 16
 - Class limit = 30

FTES = ?

$$(3.4 * 30 * 16) / 525 =$$

3.11 FTES IF FULL!

PCC 001 Cost: Benefit Analysis



- **Revenue: FTES * \$4800.00**
 - 100% Full = \$14,928.00 (\$7464.00)
 - 75% Full = \$11,196.00 (\$5598.00)
 - 60% Full = \$8956.80 (\$4478.00)
 - 50% Full = \$7464.00 (\$3732.00)
- **Cost of Instructor (Salary + “benefits”)?**
 - “Average” 54 hrs * \$82.00 = \$4,428.00
- **Would you offer this class?**

IT DEPENDS !!!!!



- **What is the class size?**
 - Low enrolled
 - Do students tend to add late?
- **What is the impact on students?**
 - Is it required for completion, etc.?
 - Are there other available options for students?
- **When will it be offered again?**
- **Are there other costs?**
 - Supplies and materials

Other Considerations



- **Classes with mandatory low class size**
 - Clinicals = class size of 5 – 10
- **Facilities/equipment limitations**
- **Safety limitations**
 - Labs, etc

These classes may never “pay for themselves”.

How do we pay for them?

Where do we go from here?

Enrollment Management Plan



Some things for us to consider?

- FTES target (base & growth, credit, non-credit & enhanced non-credit)
- Enrollment goal (general & specific populations)
- Present resource allocation?
 - Transfer, CTE, Basic Skills
- Funding support is available to support the plan?
 - Student Services, Tutors, Marketing, etc.

Questions?

Questions?