

Strategic Enrollment Management (SEM) Plan

2022 - 2027

The goals and strategies contained in the SEM Plan seek to address the following priorities:

- Increase enrollment by improving access, considering diverse needs of various markets, and removing barriers for students
- Close equity gaps by designing programs/services that center disproportionately impacted student populations (ie. Black/African American and Latine/x students)
- Improve student outcomes by increasing degree and goal attainment
- Increase fiscal stability by considering revenue generation needs (ie. Non-resident students and SCFF metrics)
- Alignment with other planning processes and overarching priorities:
 - ❑ Board Goals and Priorities
 - ❑ Student Equity Plan
 - ❑ Accreditation
 - ❑ Vision for Success
 - ❑ Guided Pathways
 - ❑ Student Centered Funding Formula (SCFF)

SEM Team Workgroups

- *Outreach, Admission, and Onboarding*
- *International Students*
- *Student Fees and Financial Aid*
- *Counseling and Retention*
- *Campus life & Student Support*
- *Curricular & Program Development / Methods of Program Delivery*
- *Graduation & Completions*
- *Marketing & Communications*

Resident Credit FTES

Growth at 3% per year

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	7-Year Change	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Actual	20,950.58	19,936.59	19,936.59	19,501.31	19,604.23	19,101.47	17,013.67	3,936.91 (-19%)	16,424	16,917	17,425	17,948	18,486

Projected at P2

Resident Noncredit FTES

Growth at 5% per year

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	7-Year Change	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
CDCP NC FTES	167.26	167.47	157.57	149.69	121.43	136.68	134.14	-33.12 (-20%)	196	206	216	227	238
Emeritus Noncredit FTES	527.16	524.16	530.28	530.20	482.63	616.75	562.97	-35.81 (-7%)	570	577	584	591	600
Other Noncredit FTES	70.13	60.34	99.53	68.08	55.16	65.28	40.38	-29.75 (-4%)	44	48	52	56	60
Total Resident Noncredit FTES	764.55	751.97	787.38	747.97	659.22	818.71	737.49	-27.06 (-4%)	761	810	852	874	898

Projected

Non-Resident FTES

Growth at 5% per year

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	7-Year Change	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
NonRes Credit FTES	4,742.31	4,797.47	4,589.04	4,259.18	3,920.99	3,067.16	2,761.77	-1,980.54 (-42%)	2891	3036	3,188	3,347	3,514

Projected at P2

Goals & Strategies

Outreach, Admission, & Onboarding Goals

Lead: Outreach

	New Student Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Increase number of students who attend SMC directly following high school graduation from target high schools by 1.5% per year	X		X	X	X	X
Goal 2. Increase unit load and term to term persistence by increasing SMC Promise participation by 2.5%	X	X	X	X	X	X
Goal 3. Increase the number of High School parent group partnerships by 5% per year	X			X		
Goal 4. Increase adult learner applicant to enrolled yield by 1.5% per year	X		X	X	X	
Goal 5. Expand partnerships with community agencies and increase partners 5% per year	X			X		
Goal 6. Increase non-resident applicant to enrolled yield by 1.5% per year	X		X	X	X	

Goals & Strategies

International Student Goals

Lead: International Education

	New Student Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Increase new international student enrollment by 6% per year	X			X		
Goal 2. Increase continuing international student retention by 3% per year		X		X	X	

Goals & Strategies

Student Fees & Financial Aid Goals

Lead: Financial Aid & Fiscal Services

	New Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Increase awareness of Financial Aid opportunities, Financial Aid processes, and fee information designed to destigmatize the process and reduce anxiety	X	X		X	X	
Goal 2. Increase opportunities to encourage students to work on campus as a retention mechanism	X	X			X	
Goal 3. Implement student-centered fiscal policies and practices	X	X		X		
Goal 4. Address equity gaps for Black/African American and Latine/x students by providing education, counseling and assistance with the financial aid process	X	X	X	X	X	X
Goal 5. Enhance transition services for students moving from noncredit to credit programs		X	X			X
Goal 6. Promote enrollment in noncredit programs for credit students that have withdrawn or have been disqualified from financial aid as a mechanism to continue progress toward goal		X	X	X		X

Goals & Strategies

Counseling & Retention Goals

Lead: Counseling

	New Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Improve overall college term-to-term persistence for first-time college students (FTIC) by 9% from 74% in 2019-2020 to 85% in 2026-2027		X			X	
Goal 2. Reduce equity gaps in term-to-term persistence for Black/African American FTIC students from -13% in 2019-2020 (compared to highest performing group of 80%) to 0% in 2026-2027		X	X		X	X
Goal 3. Reduce equity gaps in term-to-term persistence for Latine/x FTIC students from -7% in 2019-2020 (compared to highest performing group of 80%) to 0% in 2026-2027		X	X		X	X
Goal 4. Ensure 100% of FTIC students choose an Area of Interest, meet with a counselor, and connect to a program or service by the end of their first semester	X	X			X	
Goal 5. Ensure that 75% of all counseling appointments for FTIC students are fulfilled through special programs and/or Student Care Teams (moving to case management model)	X	X	X		X	X
Goal 6. Ensure that 80% of SMC faculty report being aware of and successfully implementing at least one practice to address retention		X			X	
Goal 7. Ensure Black/African American and Latine/x students report feeling they belong at SMC at similar rates as other racial/ethnic groups	X	X	X		X	X

Goals & Strategies

Campus Life & Student Support Goals

Lead: Student Affairs

	New Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Improve the outreach, marketing and onboarding to campus support services to ensure that students are aware of resources and campus engagement opportunities	X	X	X	X	X	X
Goal 2. Successfully engage Black/African American and Latine/x students in campus life and support programs	X	X	X		X	X
Goal 3. Develop and implement intentional retention initiatives, programs and services to reduce equity gaps for disproportionately impacted students and to foster collaboration amongst areas.	X	X	X		X	X
Goal 4. Increase awareness of, and access to, college basic needs services and mental health support	X	X	X	X	X	X

Goals & Strategies

Curricular and Program Development / Methods of Program Goals

Lead: Academic Affairs

	New Student Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Maintain and improve innovative instructional programming to serve emerging student populations and close inequitable degree progress gaps for Black/African American and Latine/x students.	x	x	x			x
Goal 2. Working across divisions and with external partners, produce a responsive schedule of classes by including the appropriate range of courses, course modalities, and term lengths to serve non-traditional students and increase the course success and retention rates of Black/African American and Latine/x students	x	x	x	x		x

Goals & Strategies

Graduation / Completion Goals

Lead: Enrollment Services

	New Student Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Increase degree and certificate completions during award year by 1.5% per year overall				X		
Goal 2. Increase degree and certificate completions during award year by 3% per year for equity populations (Black/African American and Latine/x students)			X	X		X

Goals & Strategies

Marketing & Communications Goals

Lead: Marketing, Enrollment Development & Student Affairs

	New Student Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps
Goal 1. Better support individuals across the student journey from first contact through goal completions	x	x	x	X	x	x
Goal 2. Maximize the use of intentional and authentic marketing and communication mediums to promote the College, facilitate onboarding, and reinforce a sense of belonging	x	x	x	X	x	x
Goal 3. Maximize the use of technology to improve user experience to better facilitate authentic, intentional, and personal communication	x	x	x	X	x	x
Goal 4. Increase collaboration across campus to develop a cohesive and unified communication strategy with students	x	x	x	x	x	x

SEM Plan 2022-2027

Five Year Roadmap



Annually:

- Identify Annual Actions
- Implement Strategies
- Assess Progress
- Produce Annual Summary
- Re-evaluate & respond to changes in landscape
- Identify internal & external challenges
- Reset Goals & Strategies, as needed