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Strategic Enrollment Management Plan
2021 - 2026

March 22, 2021 Workgroup Meeting

Agenda

I. Spring 2021 Enrollment

II. Summer/Fall 2021 Enrollment

III. Components of SEM Plan

IV. SEM Plan Timeline

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What is Strategic Enrollment Planning?

Strategic Enrollment Management [SEM] is a crucial element of planning for new growth at a university or college as it concerns both academic program growth and facilities needs.[1] Emerging as a response to fluctuations in student markets and increasing pressure on recruitment strategies in higher education, SEM focuses on achieving student success throughout their entire life cycle with an institution while increasing enrollment numbers and stabilizing institutional revenues.[2] SEM strategies accomplish the fulfillment of an institution's mission and student experience goals by strategically planning enrollments through recruiting, retaining and graduating specific cohorts of students followed by targeted practices to build a lifelong affinity with the institution among alums.[3] In addition to a focus on student achievement, SEM also fundamentally understands the student as holding the role of a learner in addition to a customer and citizen of the global community.[4]

Wikipedia

Strategic enrollment planning is more than a long-term recruitment or retention plan. It is a data-informed process that aligns an institution's fiscal, academic, co-curricular, and enrollment resources with its changing environment to accomplish the institution's mission and ensure the institution's long-term enrollment success and fiscal health.

Ruffalo Noel Levitz

SEM Purpose and Framework

"Many community college leaders have turned to Strategic Enrollment Management (SEM) as the solution to their enrollment issues.

However, SEM plans at community colleges have come to encompass a laundry list of hopes, goals, and initiatives that colleges would like to accomplish without accounting for resource availability.

In order to achieve financial sustainability, community colleges must evaluate external and future influences, craft enrollment strategy that articulates institutional priorities, and allocate specific resources to strategies that achieve enrollment goals."

Source: EAB SEM Plan Framework

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SEM Purpose and Framework

Here is an example of a recruitment goal, an objective, action strategies, and a KPI:

GOAL 1: Increase the number, diversity, and level of academic preparedness of new students

- OBJECTIVE 1.1: Increase the number first-time students from out-of-state markets

  - Action Strategies:

    - Target prospective students interested in high yield academic and extracurricular programs

    - Implement a predictive model which will identify inquiries who are more likely to enroll and segment communications based on the predictive model score of the student

    - Analyze search yield rates and focus on purchasing prospect names from out-of-state vendors that convert at higher rates

    - Increase the number of prospects we purchase that are interested in our high yield academic programs

    - Consider increasing the discount rate for out-of-state students

    - Utilize the Universities resources, faculty, coaches, and staff to contact applicants who need persuasion

  - KPI: The number of first-time freshmen from outside the State of Ohio.

Source: Enrollment Builders

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SEM Purpose and Framework

Key Accomplishments 20XX-20XX

Goals	Goal Progress	Initiatives Accomplished or In Progress
Increase percentage of enrollees from service area counties to 25% from Washington, 20% from Adams and Jefferson, and 15% from Madison	🟡	• *Launched career days at high schools to connect with high school students* • *Website redesign focusing on prospective students as the primary user in progress*
Develop and implement targeted outreach and marketing plan for traditional students	🟢	• *Piloted and implemented CRM to facilitate communication with interested students* • *Developed "Brand of Choice" marketing and brand campaign* • *Partnered with local high schools for in branding and advertising campaign*
Review and simplify enrollment processes	🟢	• *Completed Enrollment Audit* • *Meetings of faculty, staff, and student panel on enrollment barriers identified pain points and fixes* • *Developed and implemented enrollment checklist and enrollment steps training for staff*

🟢 Completed   🟡 In Progress   🔴 Major Setback

Source: EAB SEM Plan Framework

Alignment

- Institutional Priorities
  - Student Equity
  - Guided Pathways
  - Student Centered Funding Formula
  - Vision for Success
  - Board Goals & Priorities
  - ACCJC

- Facilities Master Plan
- Technology Master Plan

The functional aspects of what the SEM Plan considers and works to advance and optimize:

- Characteristics of the institution and the world around it (eg. post-pandemic)
- Institutional mission and priorities (eg. Student equity)
- Optimal enrollments (number, demand, diversity)
- Outreach, Admission, and Onboarding
- Student fees and Financial Aid
- International Students
- Counseling and Retention
- Campus life and student support
- Graduation/ Completion Rates
- Institutional marketing & communication
- Curricular and program development
- Methods of program delivery
- Evaluation of assessment outcomes of institutional initiatives

Characteristics of the institution and the world around it (eg. post-pandemic)

Narrative situating the college with respect to its strengths, weaknesses, opportunities and threats over the next five years. Enrollment priorities, such as Student Equity, Guided Pathways implementation, Vision for Success implementation, Student Centered Funding Formula maximization) will be discussed.

Lead: Teresita Rodriguez

Interested Parties:
- Josh Elizondo
- Yasamin Hatefi
- Mitch Heskel

Institutional mission and priorities (eg. Student equity)

Enrollment priorities, mapped to institutional priorities, such as Student Equity, Guided Pathways implementation, Vision for Success implementation, Student Centered Funding Formula maximization) will be discussed.

Leads: Teresita Rodriguez & Maria Muñoz

Interested Parties:
▪ Josh Elizondo
▪ Yasamin Hatefi
▪ Mitch Heskel
▪ Ashley Mejia
▪ Silvana Carrion
▪ Debra Locke

Optimal enrollments (number, demand, diversity)

This section will include disaggregated past enrollment trends and set future enrollment goal. The narrative will discuss internal and external factors influencing projections.

Leads: Teresita Rodriguez & Hannah Lawler

Interested Parties:
- Jason Beardsley
- Josh Elizondo
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Outreach, Admission, and Onboarding

This section will focus on all domestic students – local, high school, reverse transfers, non-traditional adult learners, out-of-state, and will include the outreach and recruitment, admission and enrollment policies and procedures and successful onboarding.

Leads: Jose Hernandez & Esau Tovar

Interested Parties:
- Jeanine Grimes
- Josh Elizondo
- Kiersten Elliott

Student fees and Financial Aid

Both fees and all forms of financial supports will be included in this section and how those influence student enrollment.

Leads: Tracie Hunter & Stacy Neal

Interested Parties:
- Scott Silverman
- Ashley Mejia
- Silvana Carrion

International Students

Given the complexities of the program, this section will include all aspects of the student experience specific to international students including outreach and recruitment, admission and onboarding, immigration, student support and activities, outcomes, etc.

Lead: Pressian Nicolov

Interested Parties:
- Catherine Weir

Counseling & Retention

This section will focus on counseling support and retention strategies throughout the student life cycle.

Lead: Janet Robinson

Interested Parties:
- Nick Mata
- Jeanine Grimes
- Josh Elizondo
- Yasamin Hatefi

Campus Life and Student Support

This section discusses both the student experience through extracurricular activities and types of student supports, such as basic needs, transportation, mental health, etc.

Leads: Nick Mata & Isaac Rodriguez-Lupercio

Interested Parties:
- Nick Mata
- Josh Elizondo
- Yasamin Hatefi
- Mitch Heskel
- Debra Locke

Graduation/ Completion Rates

Data heavy, looking at student success factors and setting targets for the 5 years . Will also discuss strategies for increasing graduation and completion rates.

Leads: Teresita Rodriguez & Esau Tovar

Interested Parties:
- Scott Silverman
- Gary Huff

Institutional Marketing & Communication

Outlines institutional marketing including market segmentation and targeted marketing, as well as marketing mediums. Internal and external communications throughout the student journey should be included.

Leads: Kiersten Elliott & Esau Tovar

Interested Parties:
- Ashley Mejia

Curricular and Program Development

Includes curriculum development and program innovation, and the factors to contribute to adding or discontinuing offerings; as well as the allocation of weekly teacher hours and factors considered in building a student-centered schedule.

Leads: Tricia Ramos, Jason Beardsley, & Dione Carter

Interested Parties:
- Josh Elizondo
- Gary Huff
- Kiersten Elliott

Methods of Program Delivery

Discusses methods of delivery considering mix of on-ground, hybrid, online offerings; dual enrollment; credit and noncredit; day, evening, weekend; etc.

Leads: Tricia Ramos, Jason Beardsley, & Dione Carter

Interested Parties:
- Scott Silverman
- Josh Elizondo
- Gary Huff

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Evaluation of Assessment Outcomes of Institutional Initiatives
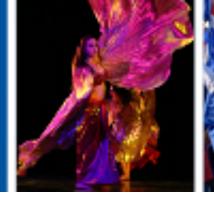
Outlines how the outcomes of the initiatives outlined in the plan will be assessed and reported.

Leads: Hannah Lawler & Teresita Rodriguez

Interested Parties:
- Silvana Carrion

Organization

Teams Folder

Appendices

Editing

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Timeline

April 2021 – SWOT Analysis Discussion

May 2021

June 2021

July 2021

August 2021