



STRATEGIC ENROLLMENT MANAGEMENT

(SEM) PLAN 2022-2027

Fall 2023 Professional Development Day



What is SEM?

Strategic enrollment management (SEM) is an institution-wide responsibility and the central focus of the institution's overall strategic plan.

SEM focuses on what is best for students and how to ensure their success will address all aspects of the institution's mission. Just like overall strategic planning, strategic enrollment management starts with the institution's mission.

-Educational Policy Institute

Enrollment Targets

Resident Credit FTES

									Projected Target Goals – 3 % growth/yr.					HOLD HARMLESS GOAL
	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	17,424	17,947	18,485	22,257.19

Non-Resident FTES

									Projected Target Goals – 5 % growth/yr.					HOLD HARMLESS GOAL
	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	4,589

SEM Plan 2022-2027 Enrollment Targets

Credit FTES

Annual Increase
3%

Noncredit FTES

Annual Increase
5%

Non-Resident FTES

Annual Increase
5%

Year 1 (2022-2023) Outcomes



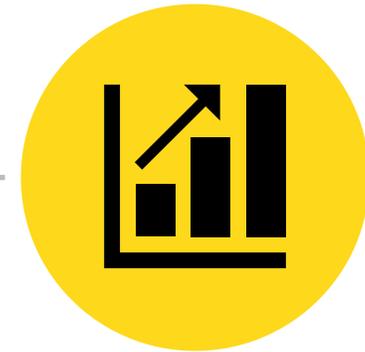
Credit FTES

-5.53%



Noncredit FTES

+18.24%



Non-Resident FTES

+2.97%



Outreach, Admission, & Onboarding

SEM PLAN 2022-2027

Presenter: José Hernández, *Associate Dean, Outreach, Onboarding
& Student Engagement*



Outreach, Admission, & Onboarding

Goals and Strategies

Goal #1

Increase enrollment of students who attend SMC after high school

Strategies for Goal #1

- Campus Visits
- SMC Program Awareness
- Early Outreach
- Basic Needs

Goal #2

Increase unit load and term-to-term persistence by increasing SMC promise participation

Strategies for Goal #2

- Redesign SMC Promise Info
- Proactive in-reach for retention & persistence

Outreach, Admission, & Onboarding

Goals and Strategies cont.

Goal #3

Increase non-resident student recruitment & application yield

Strategies for Goal #3

- Out of State Recruitment
- Admissions & Records Online Webinars
- Non-Resident Workshops
- Follow up phone calls

Goal #4

Increase High School Concurrent Enrollment

Strategies for Goal #4

- Reduce application barriers
- Admissions & Records Information Webinars
- Support with application process
- Connect students to degree pathways

Outreach, Admission, & Onboarding

Call to Action

- Caring Campus Initiative campus wide, warm hand offs
- Cross departmental collaboration to support warm hand offs
- Faculty & Staff participation at Outreach Fairs & Community Events
- Participation in campus wide tours of programs and services, interactive
- Inviting faculty and staff to strategize on building connections with community groups, parent groups and schools
- 100% support for student initiatives and activities, VIP, Graduation





International Students

SEM Plan 2022-2027

Presenter: Pressian Nicolov, *Dean, International Education*



International Education Center

2022-27 Strategic Enrollment Management Plan Goals

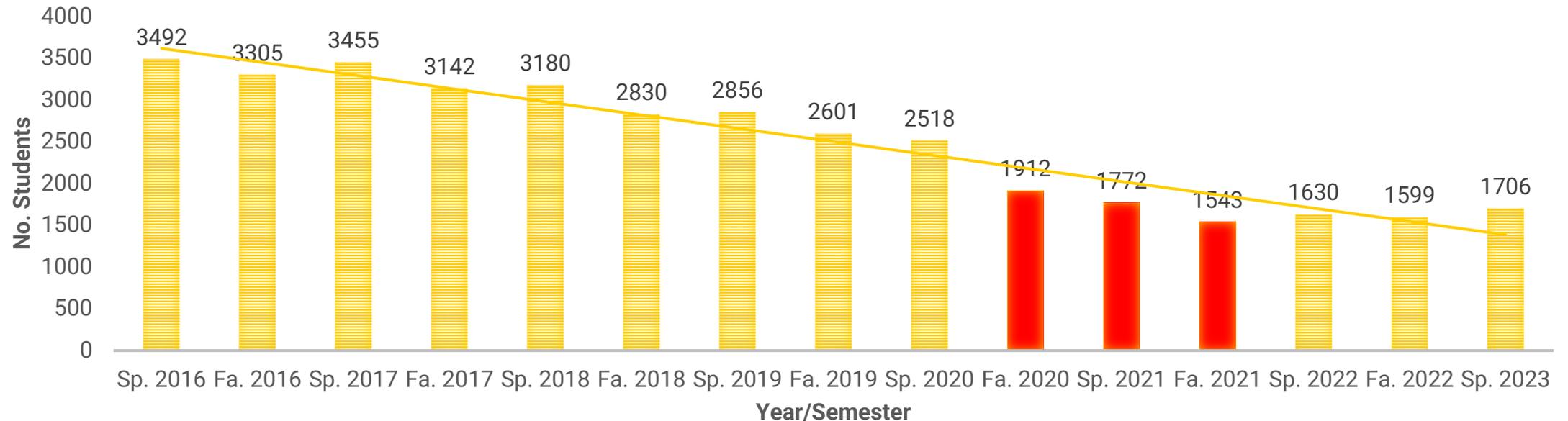
The IEC 5 Year Strategic Enrollment Management Plan established 2 goals:

- Goal 1: Increase new student enrollment
- Goal 2: Increase continuing student retention



International Student Enrollment Trend Spring 2016 – 2023

INTL. STUDENT ENROLLMENT



Market Challenges that Shaped IEC SEM Strategies

- **2016-2020 Enrollment Declines:**

- Demographic decline of college aged students Across Major Recruitment Markets
- Hostile Domestic Political Rhetoric
- Increased Competition from English Speaking International Markets
- Difficult Visa Application Process and Increased Visa Denials

- **2020-2022 Pandemic Enrollment Declines**

- SMC's transition to remote teaching and support service modalities
- Pandemic related consular closures/Restricted appointment availability
- COVID-19 related travel restrictions



Strategies to Achieve Strategic Enrollment

Goal 1: Increase New Student Enrollment

- Competitive Compensation Structures For IEC Global Partners
- Resumption of In-Person Recruitment and Travel
- Participation in Virtual Fair Recruitment
- Implementation of Pre-enrollment Coaching Sessions and Online New Student Seminars to facilitate New Student Admission and Enrollment
- Increase of Counselor Availability to Facilitate New Student Enrollment
- Response to Federal Regulatory Changes that impact enrollment effective fall 2023



Strategies to Achieve Strategic Enrollment

Goal 2: Increase Continuing Student Retention

- Proactively address Student Financial Difficulties
- Provide Students Stable and Affordable Housing Resources
- Connect International Students to Academic and Other Campus Based Support Services
- Increase On-ground Student Engagement Opportunities
- Ensure Access to Physical and Emotional Wellbeing Resources



International Education

How Can You Help?

- Identify international students in your classrooms and acknowledge them on the first day of class
- Learn the Regulatory Basics: Full-Time Enrollment/Grade Assignments (giving a “W” vs. an “F”)
- Learn About IEC services - Encourage International Students to Reach Out to the IEC For Support
- Use GPS To Flag International Students Experiencing Academic Difficulties
- Advocate for More On-ground and Hybrid Course Section Offerings





Student Fees & Financial Aid

SEM PLAN 2022-2027

Presenter: Tracie Hunter, *Associate Dean, Financial Aid & Scholarships*



Financial Aid & Scholarships

The goal of the Financial Aid & Scholarships office is to provide financial aid assistance to students to assist with funding their educational costs at SMC.

The department has particular focus on first generation college students, and assisting with providing useful information and funding opportunities particular for our “at risk” populations, i.e. Black/Latinx students.

The Financial Aid & Scholarships office has an intentional goal to assist with Recruitment and Retention efforts as well as supporting the Chancellor Office’s Student Center Funding Formula by increasing the number of Pell Grant recipients on our campus.

Financial Aid & Scholarships

Goals & Strategies

- Increase awareness of Financial Aid and Fee information through print materials and online platforms
- Increase Work Study opportunities for students on campus/ rebuild relationships with off campus employers that support community service initiatives
- Implement student-centered fiscal policies and practices within the department to reduce barriers and increase positive customer service opportunities
- Address equity gaps in Black and Latinx students' understanding of the financial aid process
- Enhance transition services for students transitioning from non-credit to credit coursework with the goal of increasing enrollment
- Promote enrollment in SMC noncredit programs for credit students who have withdrawn based on extenuating circumstances with the goal of encouraging class enrollment and eventual transition back to credit course enrollment
- Explore mechanisms to address college affordability (expansion of college promise to PT students, zero cost textbooks) for our “at- risk” populations

Financial Aid & Scholarships

Current Implementation Strategies

- Fiscal Services and Financial Aid expedited the implementation of the third-party system, Bank Mobile, to disburse financial aid electronically to reduce check printing of financial aid funds. There are continuous evaluation efforts to reduce inefficiencies with the system and processing of Financial Aid disbursements
- Developing focused communication plan within financial aid and other departments, i.e. Admissions/Records, Cashier's, to promote "Just in Time" information on all social media platforms, website, and SMC Go app
- The Financial Aid & Scholarship staff will train student workers to provide peer-led workshops to explain Financial Aid and Fees information to targeted population groups to encourage higher student attendance at information workshops both virtual and on-campus.
- Enhancing marketing efforts to disseminate important Financial Aid and Fees information, i.e. FAFSA application deadlines, scholarship deadlines, fee payment deadlines per semester, etc. within the campus community
- Collaborating with Student Affairs and Academic Affairs faculty to offer Financial Aid presentations to Counseling 20 classes
- Working with Institutional Research to develop and disseminate student survey

Financial Aid & Scholarships

Call to Action

For Faculty

- Financial Aid & Scholarships is interested in providing Financial Aid information sessions for faculty at faculty meetings
- Assist with informing students of FAFSA deadlines and other important Financial Aid information disseminated through Bulletins that provide useful details by posting on syllabi, canvas, etc.
- Faculty validation of enrollment rosters on specified deadline to assist with identifying “fraudulent actors” from our student population

For Staff

- Quick reference sheet to disseminate to staff with important Financial Aid information
- Assist with informing students of FAFSA deadlines and other important Financial Aid information disseminated through Bulletins
- Provide financial aid information specifically to AB 540 Latinx student population to encourage state financial aid application submission
- Financial Aid presentation at a CSEA meeting to provide important financial aid information





Counseling & Retention

SEM PLAN 2022-2027

Presenter: Michael Tuitasi, *Vice President, Student Affairs*

Counseling & Retention

Long-Term Vision for Retention

1. Improve organizational well-being and culture to one that values collaboration between counselors, staff, and faculty, **fosters personal and institutional responsibility for addressing racial equity gaps in retention**, and cultivates commitment to change.

2. Successfully implement the case management model for each of the seven Area of Interest using race-conscious and equity-minded practices that foster connection amongst students and sense of belonging.

3. Build capacity of the counselors, staff, and faculty serving students through the Student Success Team (SST) models to more effectively address the specific needs of, mitigate challenges faced by, and build authentic relationships with Black and Latinx students.

Counseling & Retention

Goals and Objectives



The following goals, when met, serve as evidence that the College's retention goals have been achieved.

Goal 1: Improve overall college term-to-term persistence for first-time in college students (FTIC) by 9%, from 74% in 2019-2020 to 85% in 2026-2027.

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.

Goal 3: Reduce equity gaps in term-to-term persistence for Latinx FTIC students from -7% in 2019- 2020 (compared to highest performing group of 80%) to 0% in 2026-2027.

Goal 4: Reduce the gender disparity in term-to-term persistence for first-time in college students for Black and Latinx students.

Counseling & Retention

Goals and Objectives cont.



The following goals, when met, serve as evidence that the College's retention goals have been achieved.

Goal 5: 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.

Goal 6: 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).

Goal 7: Ensure that 80% of SMC faculty report being aware of and successfully implementing at least one practice to address retention.

Goal 8: Black and Latinx students report feeling they belong at SMC at similar rates as other racial/ethnic groups.

Counseling & Retention

Strategies to Achieve Goals



1. MENTORING:

- **Targeted Mentoring:** The Men of Color Action Network (MOCAN) is a mentoring component housed in Black Collegian's and the Latino Center that works with men of color across campus. The collaborative connects students and staff to mentors on campus and holds monthly meetings, workshops, and discussion sessions.
- **Peer Mentoring:** Strengthen and improve upon existing peer outreach and contact efforts by using students in the onboarding and retention process.
 - **Student Ambassadors:** Student Ambassadors reach out to new students and provide information about the onboarding process for the college.
 - **Peer Navigators:** Peer Navigators are a component of the Student Care Teams and are directly linked to the Area of Interest. Peer Navigators specifically reach out to Black and Latinx students to connect them to a Student Care Team.

2. PROFESSIONAL DEVELOPMENT:

Increase opportunities for intensive, intentional, and sustained professional learning for counselors, faculty, and staff by using a cohort-based model for professional development that focuses on increasing understanding of the cultural and historical factors that affect the learning and educational experience of racially minoritized students, deepening cultural empathy, and improving skills to work with Black and Latinx student populations.

Counseling & Retention

Strategies to Achieve Goals



3. **RETENTION COMMITTEE:** Establish a committee with cross-representation on campus to collaborate on retention efforts, monitor progress on retention strategies and goals, and foster communication and collegiality amongst Academic Affairs and Student Services practitioners.
4. **MARKETING:** Design and implement a marketing and communication campaign to improve awareness of retention strategies and garner commitment around the idea that retention is everyone's job and should be infused into our daily work.
5. **INQUIRY & RESOURCE DEVELOPMENT:** Research evidence-based interventions, practices, and programs that cultivate students' feelings of belonging in the classroom and develop a repository for faculty. Ensure that practices included in this resource use a race-conscious and equity-minded lens.
6. **EARLY ALERT:** Strengthen existing early alert efforts and increase usage of tool by incorporating early alert into the student experience and working with the Academic Senate to encourage faculty participation.
7. **ADOPT TECHNOLOGY:** Adopt data analytic tools to identify and proactively refer students to campus resources more effectively.
8. **HIGH IMPACT PRACTICES:** Continue to explore and implement high impact practices both in the classroom and in support services that increase retention for our Black and Latinx student populations



Campus Life & Student Support

SEM Plan 2022-2027

Presenter: Michael Tuitasi, *Vice President, Student Affairs*

Campus Life & Student Support



Snapshot of Campus Life and Student Support Programs

EOPS/CARE	Black Collegians Umoja Community	Adelante/ Latino Center	CaWORKs	Guardian Scholars	Center for Wellness and Wellbeing
Center for Disability Support	Health Center	Basic Needs	Veterans Success Center	Student Equity Center	Associated Students
	Student Life/Clubs	RISING Program	DREAM Program	Pico Partnership	

Over the last five years there has been a decline in enrollment at Santa Monica College. That decline was happening even before the Covid-19 pandemic that began in Spring 2020. The pandemic, however, exacerbated the enrollment and retention issues for the college. As expected, the decline in college enrollment also affected student participation in college programs, support services, and student life opportunities.

Campus Life & Student Support

Challenges



The **2020 Real College Survey** revealed the following:

- Nearly 3 in 5 students experienced basic needs insecurity
- 39% of community college students faced food insecurity
- 48% faced housing insecurity and 14% were affected by homelessness
- 35% of students exhibited at least moderate anxiety
- 52% did not apply for supports because they did not know how

SMC Specific

- Returning to on-ground fulltime
- Location
- Balancing academic and life schedules (students need to work)

As a result, Santa Monica College has seen the need to increase online resources, basic needs services, and mental health/wellness support.

Campus Life & Student Support

Goals



The following goals and outcomes were identified by the Santa Monica College campus life and student support programs and services:

Goal 1: Improve the outreach, marketing and onboarding to campus support services to ensure that students are aware of resources and campus engagement opportunities.

Goal 2: Successfully engage Black and Latinx students in campus life and support programs.

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.

Goal 4: Increase awareness of, and access to, college basic needs services and mental health support.

Campus Life & Student Support

Projected Outcomes

The following outcomes have been identified to be achieved by Spring 2027:

- 75% of first time in college students report being aware of campus life and support programs available at the college.
- Student participation in special programs will increase by 25% from Spring 2022 participation rates.
- 75% of students that participate in special programs and student life will complete their educational goal in four years.
- 80% of faculty and staff will report being aware of support services and engagement opportunities for students.
- Students within their respective program will report feeling a sense of belonging at SMC and that the college cares about their success.

Campus Life & Student Support

Strategies to Achieve Goals



1. **Accessibility and Technology:** Expand hours and availability of support services to accommodate varied student schedules and needs, both in person and virtually. Develop service modalities that are also accessible to students at the various satellite campuses.
2. **Marketing and Communications:** Improve awareness of support programs and services across campus, with an intentional focus on Black and Latinx students. Campus life and support services will develop streamlined marketing materials and an online presence that will make information easy to find and easy to engage with programs and services.
3. **Special Programs Onboarding and Orientation:** Develop onboarding and orientation programs within special programs that complement and reinforce the college-wide orientation services. This will reinforce student engagement and student success messaging. In addition, it will allow students to connect with other students in a smaller setting at the beginning of their college career.

Campus Life & Student Support

Strategies to Achieve Goals cont.



4. **Professional Development:** Design and implement intentional professional development for SMC faculty, staff and managers on the resources available to assist students and how they can promote them to their students. These PD opportunities will be available at Flex Day and throughout the year but will also be implemented in the onboarding/orientation process for all new SMC hires. In addition, provide semesterly “Student Engagement Retreats” for campus life and support programs to further collaborate and discuss best practices.
5. **Collaborative Wrap-Around Services:** Enhance partnerships with Santa Monica and Los Angeles community organizations and agencies to support providing holistic and wrap-around services at the college. This will enhance services in the areas of basic needs, mental health, legal support, childcare, etc.
6. **Leadership Transcript:** Enhance the SMC transcript so students can have their participation in clubs, Associated Students and special programs listed to support their leadership and engagement activities.



Curricular & Program Development/Methods of Program Delivery

SEM PLAN 2022-2027

Presenter: Jason Beardsley, *Interim Vice President, Academic Affairs*

Curricular and Program Development/ Methods of Program Delivery

Challenges

1. Inequitable Achievement Gaps

2. Demographic Shifts

3. Changing Student Preferences



Curricular and Program Development/ Methods of Program Delivery

Goals & Objectives

Goal #1

Maintain and improve innovative instructional programming to serve emerging student populations and needs and close inequitable degree progress gaps for Black and Latinx students.

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 and Latinx students.

Goal #3

Explore the expansion of academic support services (e.g. expanded access to library/labs, expanded tutoring, supplemental instruction, etc.)

Curricular and Program Development/ Methods of Program Delivery

Strategies for 2023-24 Academic Year



- Curriculum development and pedagogy
- New high-wage baccalaureate degree
- Online programs and new instructional designer

Curricular and Program Development/ Methods of Program Delivery

Call to Action

- Engage in reflection and professional development to better serve our Black and Latinx students, and take responsibility for action
- Remind students that SMC has a baccalaureate degree; write your rep!
- Help the college map and share its online services as part of our “virtual campus”





GRADUATION & COMPLETIONS

Graduation & Completions

Goals and Objectives

- **Goal 1:** Increase degrees and certificate completions during award year by 1.5 % per year overall
- **Goal 2:** Increase degrees and certificate completions during award year by 3 % per year for equity populations (Black and Latinx students)



Graduation & Completions

Select Strategies to Accomplish Goals



- Expand the “Awards Without Petition Initiative” to include currently enrolled students.
 - Prioritize expanded efforts first to Black, Latinx, and Pell recipients.
- Replace MyEdPlan and Degree Audit with an integrated academic planning solution agnostic of program maps, academic and transfer requirements, and proactive student engagement.
- Create a communication and student engagement plan focused on progression milestones and degree stacking.
- Support the adoption of credit for prior learning assessment and the awarding of relevant college credit.

Graduation & Completions

Call to Action

Faculty:

Work with Academic Affairs and Enrollment Services to create, adopt, and implement Credit for Prior Learning (CPL), department-specific, assessments to grant course credit to students.

Counselors:

Assist in the implementation of Stellic (if approved by the Board) and promote use by students.



An aerial photograph of the Santa Monica College campus at dusk. The central focus is a modern building with a distinctive facade of vertical, multi-colored panels in shades of blue, purple, and green. The building's interior lights are on, and the sky is a deep twilight blue. In the foreground, a street with cars and a crosswalk is visible. A large blue banner with white text is superimposed across the middle of the image. The background shows a dense urban landscape with other buildings and trees under the evening sky.

SEM Plan: Marketing & Communications

Marketing & Communications Goals: 2022 - 2027

	New Student Enrollment	Retention	Targeted Populations	Marketing & Partnerships	Student Engagement	Closing Equity Gaps	Board Goals	Student Equity	Guided Pathways	SCFF	Vision for Success	Accreditation
Goal 1. Better support individuals across the student journey from first contact through goal completions	X	X	X	X	X	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	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	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	X	X	X		X	X

2023-2024 Academic Year Strategies

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

Strategy

Marketing collateral that reflects the students we serve, with personalized communication for stronger engagement



Hello Cleve Barton,

You're a VIP – and we hope you'll join us for VIP Welcome!

Sure, we think you should attend to better prepare for fall, meet our staff, explore the campus, get connected to resources, clubs, and special programs . . .

– but don't just take our word for it –

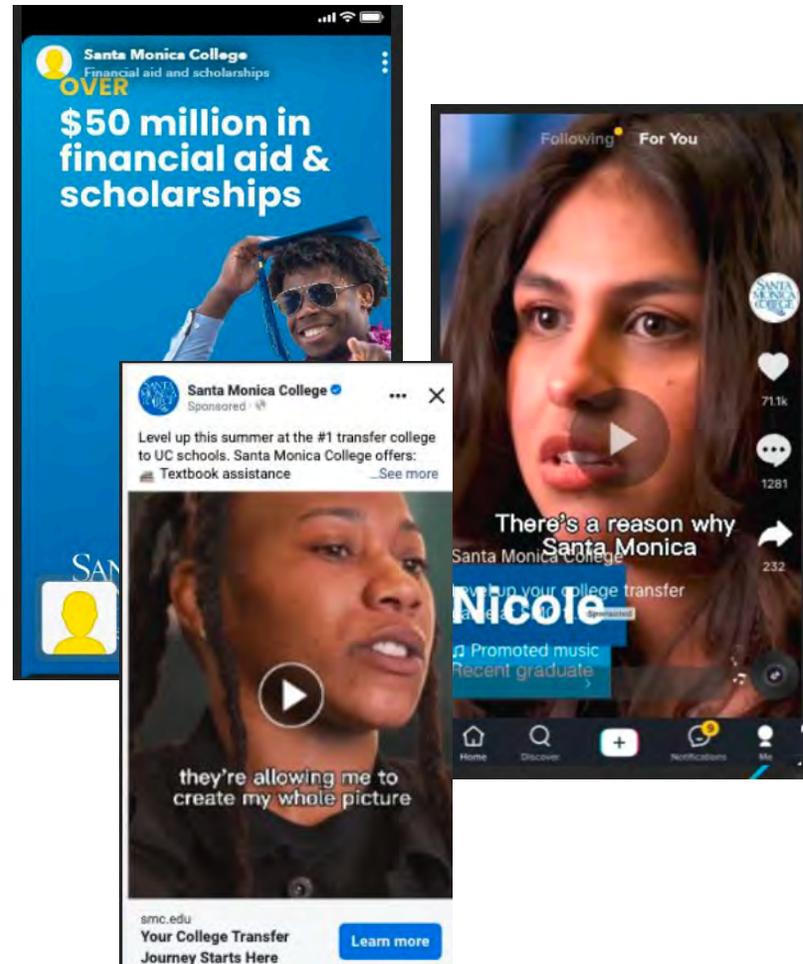
Watch below why SMC students love VIP Welcome!



2023-2024 Academic Year Strategies

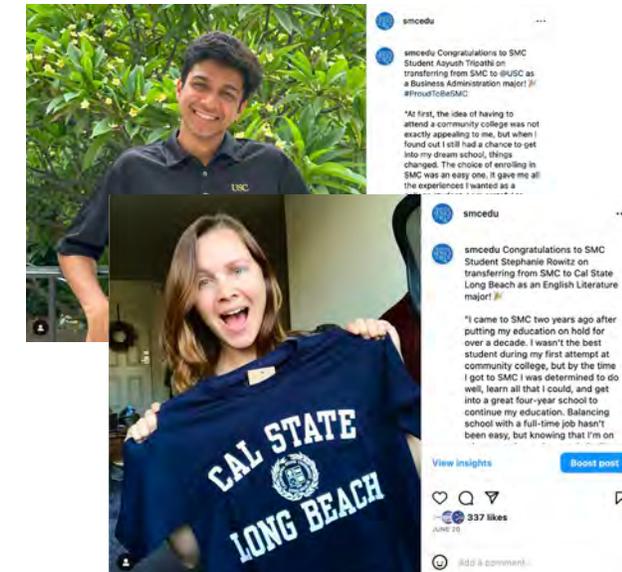
Goal #2

Maximize the use of intentional and authentic marketing and communication mediums to promote the College, facilitate onboarding, and reinforce a sense of belonging



Strategy

Multi-channel approach that incorporates more mediums for connecting with prospective students and current students



2023-2024 Academic Year Strategies

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

Strategy

Multi-channel approach that incorporates more mediums for connecting with prospective students and current students

SANTA MONICA COLLEGE

SMC IS THE FOR

TOP 10 REAS

Santa Monica College is the
The best opportunities are a

Hi Matthew,

Congratulations on choosing SMC! Achieving your goal is... we have the largest support system and makes us #1 in C... reason.

Alright, let's talk Residency...

If you are looking to establish yourself as a resident for the purpose of California in-state tuition, here's how to get started.



Dear Zihan,

We understand your focus is on classes, but before you start, take a moment complete your essential Admissions tasks (remember that email we sent you a few days ago?).



SANTA MONICA COLLEGE

Financial Aid

Greetings Natalia,

The Office of Financial Aid and Scholarships is excited to help you find money – be it through grants, loans, SMC Promise, California Promise Grant, scholarships, or even student employment around campus – we are here to assist!

First things first – FAFSA or California DREAM Act

FAFSA®
Federal Student Aid
AN OFFICE OF THE U.S. DEPARTMENT OF EDUCATION

CALIFORNIA STUDENT AID COMMISSION

Targeted and Timely

Enrollment Campaigns

- Finish Faster... with one more class!
- 📖 Enroll in a \$0 cost textbook class
- From 12 to 15 to Finish!
- Late start classes promotions
- Flex modalities

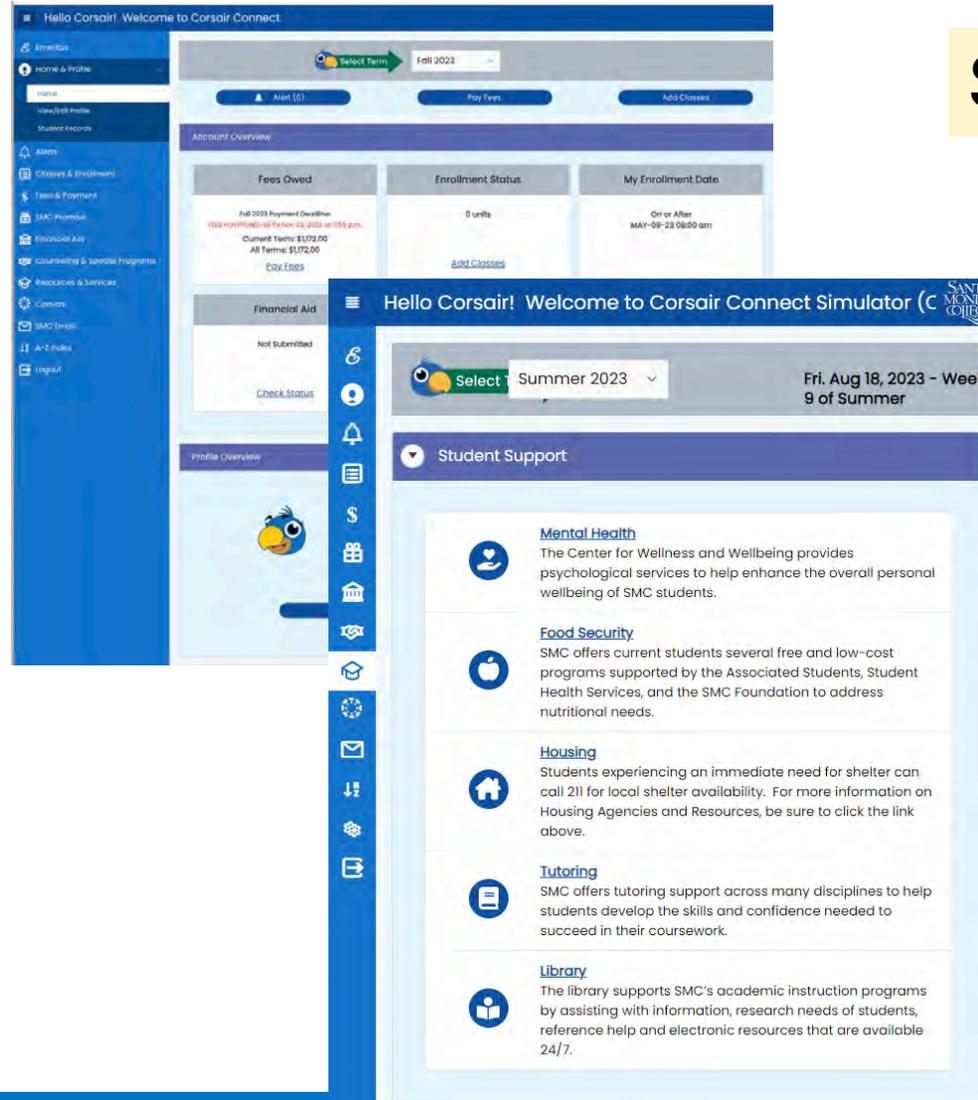


New & Additional Units Enrolled (within 3 days)

2023-2024 Academic Year Strategies

Goal #3

Maximize the use of technology to improve user experience to better facilitate authentic, intentional, and personal communication



Strategy

Continued Corsair Connect redesign rollout



**Favorability
Rating**

2023-2024 Academic Year Strategies

Goal #3

Maximize the use of technology to improve user experience to better facilitate authentic, intentional, and personal communication

Strategy

Improve the use of communication technologies to better serve students, and impacting recruitment, onboarding, and retention



Key Take Aways...



- ❖ Strategic enrollment management (SEM) is an institution-wide responsibility
- ❖ Retention and equity are key to growth and success
- ❖ We need to meet students where they are (e.g., modalities for both instruction and services) and facilitate pathways to success
- ❖ We need to eliminate unnecessary bureaucratic process that create barriers to enrollment and student success
- ❖ We need to show we care and go the extra mile to facilitate their success, not just direct them to another area;
- ❖ We need to design programs and services that center the most disproportionately impacted students;
- ❖ We need to provide clear, personalized, authentic, student-centered communication;
- ❖ We need to leverage technology in meeting stated goals;
- ❖ We are in this **TOGETHER!**



Thank You

www.smc.edu/SEM

- **Teresita Rodríguez**, Vice President of Enrollment Development
- **José Hernández**, Associate Dean of Outreach, Onboarding, & Student Engagement
- **Pressian Nicolov**, Dean of International Education
- **Tracie Hunter**, Associate Dean of Financial Aid & Scholarships
- **Michael Tuitasi**, Vice President of Student Affairs
- **Jason Beardsley**, Interim Vice President of Academic Affairs
- **Esaú Tovar**, Dean of Enrollment Services
- **Rebecca Agonafir**, Director of Marketing & Communications



Questions?

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