

STRATEGIC ENROLLMENT MANAGEMENT PLAN

STRATEGIC ENROLLMENT MANAGEMENT PLAN



SOUTH MOUNTAIN COMMUNITY COLLEGE OVERVIEW

South Mountain Community College (SMCC) is one of 10 colleges that make up the Maricopa County Community College District. The College is a federally designated Minority and Hispanic-Serving Institution that offers associate degrees,

certificates of completion, courses that transfer to universities and technology training. SMCC serves the communities of Phoenix, Ahwatukee, Guadalupe, Tempe, South Chandler and Laveen.

INTRODUCTION

The SMCC Strategic Enrollment Management Plan (SEMP) was developed using the Appreciative Inquiry approach. More than 50 internal stakeholders representing all areas of the college were brought together over a series of meetings to discuss the historical, current and future enrollment strategies of the college. This approach allowed for a collaborative process in developing a plan that focuses on the future of the college. This plan is the tangible result of the inquiry process that describes where the organization wants to be, based on the internal and external needs of the College and community.

The intent of the SMCC SEMP is to support the mission of the college, expand student access, increase enrollment, and promote student retention to goal completion and/or graduation. The framework of this plan leverages the strengths of the college and necessitates the collaborative efforts of the entire college community. The activities are strategic in nature and based on best practices both internal and external to the college. Therefore, the SEMP's intent is guided by two specific principles;

- Alignment with the College Strategic and Marketing plans
- Shared institutional responsibility by the entire College community

This document provides a detailed framework of the enrollment management strategies for SMCC. Additional discussion among college stakeholders may result in modifications to the SEMP including, but not limited to: identifying responsible departments and/or groups for specific actions, establishing timelines, refining strategies and activities, and decision-making based on budget information.

STRATEGIC ENROLLMENT MANAGEMENT PRIORITIES

The SEMP was developed using a three-tiered approach: priorities, strategies, and activities. Priorities are what the college wants to achieve; strategies are how the college intends to achieve the priorities. The strategies identified in the SEMP are not listed in any rank order. The activities represent the detailed operational actions that need to be completed in order to successfully accomplish the strategies and priorities. The enrollment priorities are: Develop and implement a systemic approach to all recruitment functions.

Enhance the overall student enrollment experience.

Expand retention strategies to increase student goal completion, graduation and/or transfer.

Maximize course and program offerings to continuously respond to the changing needs of students and the community.

RECRUITMENT

SMCC's recruitment and outreach activities are designed to meet the college's objectives of access and quality as well as its goal of recruiting, enrolling, and graduating a high-quality, diverse student population. Its desired student body is viewed both as a reflection of its educational mission and a significant indicator of its institutional health.

While the overall number of high school graduates has continued to decrease for the past several years, the rise in tuition at four-year institutions coupled with the current economic climate have made the affordable, quality experience at community colleges increasingly desirable to traditional and non-traditional college students alike. At the same time, partnerships with feeder high schools and 2 + 2 + 2 programs can uniquely position SMCC as a pivotal post-secondary institution. In addition to the traditional youth market, reaching

the increasing number of older Phoenicians that need to return to college as the job market places greater demands on increasing skill sets as a condition of employment will be pivotal to the college's success.

In order to attract and enroll academically and socioeconomically diverse students, the college will need to implement and maximize effective communication tools – personal and digital, host on campus events for students K-12 and community members, attend events both in the community and on school campuses in our service area and streamline processes to make enrollment, registration and graduation simpler. In addition, strategic, efficient, data-driven efforts will need to be implemented, documented and measured. Research has shown that it takes five touches in seven days to convert a potential student to an actual student.

STRATEGIES

Develop a consistent market definition of the college service area and establish ongoing relationships with K-8, high school, business and community organizations within this area.

Leverage college events as an opportunity to transition participants into SMCC students.

Establish greater efficiency and effectiveness throughout the recruitment process.

Provide ongoing training for all college staff responsible for recruitment functions to ensure consistency, accuracy and comprehensiveness of all interactions.

ENROLLMENT & REGISTRATION EXPERIENCE

Once a potential student has been recruited, the enrollment and registration process begins – and continues until the student graduates or completes. The “if we build it, they will come” approach may have worked in the past, but it is far too passive for today’s pressurized and ever-changing higher education environment. Community colleges now face a more competitive, sophisticated, technology-driven marketplace, demographic challenges that will affect the pool of available students, performance-based funding initiatives that will require achieving significant benchmarks, and issues of cost and access

Degree flexibility and reassessing assessments are needed to provide a personalized experience. For example, the ability for students to design their own degree in the Associate of General Studies program can be highlighted. And, understanding why the student is coming to the campus – transfer, certificate, re-careering – can let you know if they need a placement test. It is no longer a one-size fits all approach.

In order to convert a potential student to an actual student, SMCC will need to increase customer service, implement a strategic, efficient, service-friendly enrollment, registration and advisement process, and increase communication touches.

STRATEGIES

Enhance the exterior appearance of the college campus.

Develop and implement college-wide customer service standards.

Implement a one-stop model approach to the entire student enrollment and registration experience.

Leverage strategic communication to potential and current students as an essential tool to promote awareness of key events in the enrollment and registration experience.

Establish proactive academic advising efforts with a targeted focus to effectively address new, continuing, former, career and transfer students.

RETENTION

A successful retention program should encompass virtually everything the college does to improve the quality of student life and learning. It is not just an institutional goal but also a by-product of improved educational programs and services for students. Research indicates that increasing retention rates requires colleges to develop coordinated, highly structured, integrated and intentional plans.

It has been proven that students persist when they are making progress towards educational and career goals, and they are satisfied with the quality of educational programs, services, and the environment. Annually, South Mountain loses a significant

amount of financial resources due to student attrition. This does not account for additional indirect costs such as negative word-of-mouth that may occur due to attrition, loss of income to dining services, bookstore, etc.

The key to retention at SMCC is to stop thinking in terms of tactical, fragmented actions and responses and instead look at institution-wide strategic efforts. To increase persistence rates at the college, clearly developed pathways to student success, personal communication and attention, improvement-oriented ethos, and a commitment to shared responsibility for educational quality and student success must be instituted.

STRATEGIES

Utilize strategic communication to students to promote college success, goal completion, transfer and graduation.

Enhance student engagement in campus events and activities.

Implement systemic processes to facilitate student retention.

PROGRAM & COURSE OFFERINGS

Academic programs and course offerings play an important role in recruitment and retention. Not only do students need general education classes for transfer degrees, but also they need programs and offerings that are relevant to the workforce and flexible – in terms of modality and days/times.

Course offering and programs need to be reviewed and updated on a consistent basis through a streamlined process that includes evidence of the need for new programs. Using a data-informed process – such as surveying local businesses and the community about workforce needs, gathering student satisfaction statistics, and understanding why students choose to go to a sister college – the college can ensure that it is offering programs that meet the needs of the students and the surrounding community.

STRATEGIES

Continue to offer and create programs that meet the changing needs of students and the community and ensure that these programs can be completed in a two-year time period.

Create and continuously communicate to all stakeholders the process of developing and sunseting college certificate and degrees.

RECRUITMENT

Strategy 1: Develop a consistent market definition of the college service area and establish ongoing relationships with K-8, high school, business and community organizations within this area.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|------------------------------------|-----------------|-----------------|
| Identify local feeder schools including public, private and charter K-12 and establish contact with a representative for recruitment and planning purposes. | Recruitment Dual ACE Trio | Spring 2015 | 01 |
| Use data provided by the Planning, Research and Development department to prioritize recruitment efforts based on the number of potential students. | PRD Recruitment | Spring 2015 | 01 |
| Establish a dedicated presence in all service area schools including advertising space and recruitment event opportunities. | Recruitment | Fall 2015 | 01 |
| Identify local businesses and organizations where SMCC recruitment could promote the college. | Recruitment | Spring 2015 | 02 |
| Create an outreach plan detailing how and when the College will interact with prospective schools. | Recruitment | Spring 2015 | 01 |
| Create an outreach plan detailing how and when the College will interact with businesses and community organizations. | Dean of Learning | Fall 2015 | 02 |

RECRUITMENT

| Activity | Stakeholder(s) | Timeline | Priority |
|--|-----------------------------|-----------------|-----------------|
| Host on-campus events for K-8 students (e.g. College for a Day). | Recruitment | TBD | 03 |
| Target local high school seniors with early release to enroll in afternoon and evening courses. | Recruitment | Spring 2015 | 01 |
| Meet with key high school student leaders to leverage their influence with students to promote SMCC. | Recruitment Student Life | Fall 2015 | 01 |

Strategy 2: Leverage college events as an opportunity to transition participants into SMCC students.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|--------------------------|-----------------|-----------------|
| Provide promotional materials and/or staff presence at all community events held on campus including but not limited to library, athletic events, and performing arts. | Recruitment Marketing | Fall 2015 | 01 |
| Provide promotional materials to staff participating in college-related events off-campus to recruit potential students. | Recruitment Marketing | Fall 2015 | 01 |

Strategy 3: Establish greater efficiency and effectiveness throughout the recruitment process.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|------------------------|-----------------|-----------------|
| Utilize cutting edge technology to perform essential recruitment functions. | Recruitment | Spring 2015 | 01 |
| Enroll students at recruitment events using college technology and discontinue the use of paper contact cards. | Recruitment | Spring 2015 | 01 |
| Create a strategic calendar of all on- and off-campus recruitment events throughout the year and make available to the entire college. | Recruitment | Spring 2015 | 01 |
| Create promotional materials in a variety of formats to support recruitment efforts. | Marketing | Fall 2015 | 01 |
| Identify key faculty by discipline to promote programs at recruitment events. | Recruitment Faculty | Fall 2015 | 02 |
| Redesigned the college website to function on all devices (desktop and mobile) as well as all internet browsers. | Marketing IT | TBD | 02 |
| Create a feedback survey that is distributed at events to evaluate the effectiveness of recruitment services. | Recruitment PRD | Spring 2015 | 02 |
| Create and implement contact follow-up procedures for recruitment events. | Recruitment | Spring 2015 | 01 |

Strategy 3: Establish greater efficiency and effectiveness throughout the recruitment process.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|---|-----------------|-----------------|
| Allow students to register for a new student orientation session without first visiting an advisor. | Recruitment | TBD | 01 |
| Offer campus tours more frequently (days and times) and effectively (groups) to accommodate students. | Recruitment | TBD | 01 |
| Recruit ACE, Dual, Trio, HOOP students using an early college approach to reduce duplication and streamline effectiveness | Recruitment Marketing Early College | Spring 2015 | 01 |
| Increase the number of on- and off-campus opportunities for seniors in local high schools to complete placement testing, enroll in classes or complete their FAFSA. | Recruitment | Spring 2015 | 01 |
| Use BOExi Report AD_0034 weekly to connect with potential students who have enrolled but not registered for courses. | Recruitment Advisement | Spring 2015 | 01 |
| Use BOExi Report SM_100 report to advise current students on course schedule for the next semester. | Recruitment Advisement | Spring 2015 | 01 |

Strategy 4: Provide ongoing training for all college staff responsible for recruitment functions to ensure consistency, accuracy and comprehensiveness of all interactions.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|-----------------------|-----------------|-----------------|
| Create a student goal-dependent recruitment script and/or flowchart to assist recruiters with what pertinent information should be provided to potential students. | Recruitment | Fall 2015 | 02 |
| Develop and implement a recruiter training plan which includes materials and continuous training dates. | Recruitment | Fall 2015 | 01 |
| Develop a system to include faculty and staff in the recruitment process when appropriate. | Recruitment | Fall 2015 | 02 |

ENROLLMENT EXPERIENCE

Strategy 1: Enhance the exterior appearance of the college campus.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|---------------------------------------|-----------------|-----------------|
| Develop and create a campus revitalization plan to paint campus buildings. | Facilities President Stud. Dev. | TBD | 03 |
| Create a building naming and signage convention that is intuitive to students and the community that allows easy navigation of college buildings and classrooms. | Facilities President Stud. Dev. | TBD | 03 |
| Develop a plan to create new and/or revitalize the existing monuments on campus to foster an inspiring and inviting environment for students and the community. | Facilities President Stud. Dev. | TBD | 03 |
| Develop a variety of external visuals (e.g. banners, large signage) to promote the college and create a campus environment that fosters student success. | Marketing | Summer 2015 | 02 |

ENROLLMENT EXPERIENCE

Strategy 2: Develop and implement college-wide customer service standards.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|-----------------------|-----------------|-----------------|
| Create a repository of general college information (FAQs) and train all departments so that consistent information is provided to all students. | Welcome Center | Summer 2015 | 02 |
| Create and implement a communication dissemination process that updates all staff to any changes, updates, or new information regarding programs, courses, activities, and procedures. | President | Summer 2015 | 02 |
| Research and implement customer service standards to foster a culture of "One South Mountain" where all students are provided with a consistent experience by all employees. | HR | Fall 2015 | 02 |
| Require all front facing staff to be full time board approved or RPS staff members for greater customer service and consistent information delivery to students/guests. | Stud. Dev. | TBD | 02 |

ENROLLMENT EXPERIENCE

Strategy 2: Develop and implement college-wide customer service standards.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|---------------------------|-----------------|-----------------|
| Create a more comprehensive Welcome Center equipped to answer general questions, provide campus information, triage student/guest needs, and provide a welcoming environment. | Stud. Dev. Recruitment | TBD | 02 |

Strategy 3: Implement a one-stop model approach to the entire student enrollment and registration experience.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|-----------------------|-----------------|-----------------|
| Create a strategic roll out plan to implement the "One Stop" model in the SES building; to include space distribution of the area, methodology of the enrollment/registration process, and a timeline of project completion. | Stud. Dev. | TBD | 02 |
| Research and purchase a queue system for students/guests to facilitate wait times for services in the SES building. | Stud. Dev. | Spring 2015 | 01 |

ENROLLMENT EXPERIENCE

Strategy 4: Leverage strategic communication to potential and current students as an essential tool to promote awareness of key events in the enrollment and registration experience.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|---|-----------------|-----------------|
| Create and send a letter from the college president congratulating every student who enrolls at SMCC. | President A&R | Spring 2015 | 01 |
| Create and send notification to every student prior to being purged from their courses with options for them to follow. | A&R Dean of Enrollment | TBD | 02 |
| Create and send notification to every student who was recently purged from their courses to alert them of the action with options for them to follow to re-register. | A&R Dean of Enrollment | Spring 2015 | 01 |
| Create and send a welcome packet to all students who register for online courses only; to include course information, online course requirements, resources for their needs, links to online resources and tutorials. | A&R Marketing Dean of Enrollment | Summer 2015 | 02 |
| Create and send tailored messaging to co-enrolled students to encourage them to fully enroll and register at SMCC (i.e. Ace, Dual, AAEC, etc.) | A&R Recruitment Marketing Dean of Enrollment | Spring 2015 | 02 |

ENROLLMENT EXPERIENCE

Strategy 4: Leverage strategic communication to potential and current students as an essential tool to promote awareness of key events in the enrollment and registration experience.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|--|-----------------|-----------------|
| Create and send tailored messaging to students who have dropped out of courses with detailed information for them to re-enroll, re-register, and re-apply for financial aid. | A&R Dean of Enrollment | Spring 2015 | 02 |
| Create and send a welcome packet to every student who enrolls at SMCC with congratulatory messaging and a comprehensive info packet for registration, NSO, FA, Campus Info, Campus Resources, Contact info, etc. | A&R Dean of Enrollment Marketing | Summer 2015 | 02 |
| Create and implement ongoing communication for the campus to understand the important dates for student financial aid to keep consistent messaging. | Financial Aid Dean of Enrollment | Spring 2015 | 02 |
| Create and implement a comprehensive FASFA completion program to include: Student/Parent workshops, online tutorials, cross training for dept., optional printed materials, communication plan regarding changes and updates, etc. | Financial Aid Dean of Enrollment Marketing | Fall 2015 | 02 |

ENROLLMENT EXPERIENCE

Strategy 4: Leverage strategic communication to potential and current students as an essential tool to promote awareness of key events in the enrollment and registration experience.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|--------------------------------|-----------------|-----------------|
| Create strategies to better promote the scholarship opportunities to high school seniors, potential and current students. | Financial Aid Marketing | Fall 2015 | 02 |
| Convert Pell eligible FAFSA into SMCC student enrollments. | District Dean of Enrollment | Spring 2015 | 02 |
| Encourage 30+ credit students who stopped/dropped out to return to SMCC and register for courses. | District Dean of Enrollment | Spring 2015 | 02 |
| Promote Workforce/ CTE programs and courses to potential and current students 25 and older. | District Dean of Learning | Spring 2015 | 02 |
| Develop communication strategies that target the Veteran population and encourage enrollment of this population. | Recruitment | Spring 2015 | 02 |
| Develop consistent strategies for communicating cancelled courses and providing alternative courses to students as a result of Go/No-Go. | Div. Admin. Support | Summer 2015 | 01 |
| Create a faculty/ staff volunteer group responsible for assisting in the contact of students at the various "stop gaps." | Dean of Enrollment | Summer 2015 | 01 |

ENROLLMENT EXPERIENCE

Strategy 5: Establish proactive academic advising efforts with a targeted focus to effectively address new, continuing, former, career and transfer students.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|---|-----------------|-----------------|
| Create and implement a structure that focuses on individual programs and student cohorts with an advisor(s) that specializes in specific programs to maximize efficiency and knowledge. | Advising Student Dev. | TBD | 02 |
| Identify discipline specific faculty to serve as program advisors. | Advising Faculty | TBD | 01 |
| Create and implement an ongoing training program for all advisors to meet and discuss issues, updates to policies and procedures; collaborate with faculty in the program regarding course/ curriculum changes. | Advising Dean of Enrollment Faculty | TBD | 02 |
| Utilize the degree audit system to facilitate greater advising efficiency. | Advising | Spring 2015 | 02 |

RETENTION

Strategy 1: Utilize strategic communication to students to promote college success, goal completion, transfer and graduation.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|--------------------------|-----------------|-----------------|
| Develop a Priority Registration campaign to encourage current students at SMCC and potentially other MCCCDC colleges to enroll within the first week after the class schedule is released. | Recruitment Marketing | Summer 2015 | 01 |
| Develop communication directed toward students who were previously enrolled either recently or who have "stopped out", and who have not enrolled for the current semester. | Recruitment PRD IT | Spring 2015 | 02 |
| Identify students who, given their total earned credits, are near completion of a degree or certificate and will communicate this to them in order to encourage enrollment. | Recruitment PRD IT | Spring 2015 | 02 |
| Develop communication directed toward current dual-enrollment students encouraging them to continue taking courses at SMCC upon graduation from high school. | Dual Enrollment | Spring 2015 | 02 |

RETENTION

Strategy 1: Utilize strategic communication to students to promote college success, goal completion, transfer and graduation.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|-----------------------|-----------------|-----------------|
| Encouraged faculty to promote college campaigns including priority registration, open registration and graduation. | Faculty | Fall 2015 | 02 |
| Participate in the "I Will Graduate" campaign organized by the District Office. | Recruitment | Spring 2015 | 01 |

Strategy 2: Enhance student engagement in campus events and activities.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|-----------------------|-----------------|-----------------|
| Schedule events to engage students on every day of the week at multiple times of the day with the intent of providing engagement opportunities to every enrolled student. | Student Life | Summer 2015 | 02 |
| Develop a student club recruitment plan to increase club participation and provide additional engagement opportunities. | Student Life | Summer 2015 | 02 |
| Create additional school spirit activities and events. | Student Life | Summer 2015 | 02 |
| Develop an employee mentor program which incorporates Gallup Strengths. | President | TBD | 02 |
| Increase the number of transfer student events on-campus. | Student Life | Summer 2015 | 02 |

RETENTION

Strategy 2: Enhance student engagement in campus events and activities.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|-----------------------|-----------------|-----------------|
| Increase the number of career fairs on campus. | Student Life | Summer 2015 | 02 |
| Enhance "Welcome Week" activities to allow students to engage with other students, faculty and staff. | Student Life | Summer 2015 | 02 |
| Expand "Welcome Week" activities to the week before school starts. | Student Life | Summer 2015 | 02 |

Strategy 3: Implement systemic processes to facilitate student retention.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|-----------------------|-----------------|-----------------|
| Utilize the existing District Early Alert system to maximize student success. | Advising | Spring 2015 | 01 |
| Utilize the Student Information System (SIS) and all of its features whenever possible (e.g. advising, graduation). | Student Dev. | Spring 2015 | 01 |
| Create and implement a student exit survey to identify reasons why students do not continue at SMCC. | PRD | Summer 2015 | 02 |
| Conduct student focus groups to identify why students continue to enroll at SMCC. | PRD | Fall 2015 | 02 |

PROGRAMS AND COURSE OFFERINGS

Strategy 1: Continue to offer and create programs that meet the changing needs of students and the community and ensure that these programs can be completed in a two-year time period.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|--------------------------------------|-----------------|-----------------|
| Create a process to review all current programs to ensure that all courses associated with the program are offered within a two year time period. | A&R VPAA Faculty | Fall 2015 | 02 |
| Research and develop training workshops/sessions/ online tutorials/ for community businesses based on their needs. | VPAA Scheduling Faculty A&R | TBD | 02 |
| Meet with industry leaders to understand their "in-house" training needs and discuss and develop training tailored to their needs. | VPAA Scheduling Faculty A&R | TBD | 03 |
| Research, develop and implement stackable credentialing programs to offer certifications to enhance existing degree/certification programs (e.g. Computer Science). | VPAA Scheduling Faculty A&R | TBD | TBD |

PROGRAMS AND COURSE OFFERINGS

Strategy 1: Continue to offer and create programs that meet the changing needs of students and the community and ensure that these programs can be completed in a two-year time period.

| Activity | Stakeholder(s) | Timeline | Priority |
|---|--------------------------------------|-----------------|-----------------|
| Conduct student research and create a dynamic scheduling plan that schedules courses at peak demand times for both day and night students; increase alternate modalities for course offerings (i.e. hybrid, online, 5week, 8week, late start, single day, weekend etc.) include ongoing schedule review for student needs with process instructions for requesting course scheduling changes. | VPAA Scheduling Faculty A&R | TBD | 02 |
| Create process to complete course schedule in advance of District deadline so that current and potential students can view schedule prior to registration. | VPAA Scheduling Faculty A&R | TBD | 02 |
| Create summer bridge course opportunities for recent high school graduates. | VPAA Scheduling Faculty A&R | TBD | 01 |
| Utilize more open educational resources to increase access and reduce costs for students. | Faculty | TBD | 01 |
| Implement a guaranteed schedule. | VPAA Faculty | TBD | 03 |

PROGRAMS AND COURSE OFFERINGS

Strategy 2: Create and continuously communicate to all stakeholders the process of developing and eliminating college certificate and degrees.

| Activity | Stakeholder(s) | Timeline | Priority |
|--|------------------------|-----------------|-----------------|
| Create a document summarizing the degree/certificate creation process. | A&R VPAA Faculty | Spring 2015 | 02 |
| Create a communication plan to inform staff of the process and updates/changes to program offerings. | A&R VPAA Faculty | Spring 2015 | 02 |