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:

1. Develop and implement a systemic approach to all recruitment functions.
2. Enhance the overall student enrollment experience.
3. Expand retention strategies to increase student goal completion, graduation and/or transfer.
4. 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 at 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:

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.
2. Leverage college events as an opportunity to transition participants into SMCC students.
3. Establish greater efficiency and effectiveness throughout the recruitment process.
4. 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:

1. Enhance the exterior appearance of the college campus.
2. Develop and implement college-wide customer service standards.
3. Implement a one-stop model approach to the entire student enrollment and registration experience.
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.
5. 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:

1. Utilize strategic communication to students to promote college success, goal completion, transfer and graduation.
2. Enhance student engagement in campus events and activities.
3. 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:

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

1: RECRUITMENT

Strategy 1.1: 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)**	**Responsible Party**	**Timeline**	**Status**
1.1.1 Create an outreach plan detailing how and when the College will interact with prospective schools.	Early College Recruitment	Christopher Erran, Rosa Cota	Spring 2015	In progress-Fall 2016
1.1.2 Host on-campus events for K-8 students (e.g. College for a Day).	Recruitment	Christopher Erran	Spring 2017	In Progress-Spring 2017
1.1.3 Establish a dedicated presence in all service area schools including advertising space and recruitment event opportunities.	Recruitment	Christopher Erran	Fall 2015	Ongoing
1.1.4 Create an outreach plan detailing how and when the College will interact with businesses and community organizations.	VP Learning	Tillie Chavez	Fall 2015	Ongoing
1.1.5 Use data provided by the Planning, Research and Development department to prioritize recruitment efforts based on the number of potential students.	PRD Recruitment	Damita Kaloostian	Fall 2015	Ongoing
1.1.6 Identify local businesses and organizations where SMCC recruitment could promote the college.	Recruitment	Christopher Erran	Spring 2015	Annually Spring
1.1.7 Target local high school seniors with early release to enroll in afternoon and evening courses.	Recruitment	Christopher Erran	Spring 2015	Ongoing
Strategy 1.2: Leverage college events as an opportunity to transition participants into SMCC students.				
Activity	**Stakeholder(s)**	**Responsible Party**	**Timeline**	**Status**
1.2.1 Coordinate staff presence at all community events held on campus including but not limited to library, athletic events, and performing arts.	Recruitment Marketing	Stacey Wright	Fall 2016	Ongoing
1.2.2 Provide promotional materials to staff participating in college-related events to recruit potential students.	Recruitment Marketing	Jennifer Grentz	Fall 2015	Ongoing
1.2.3 Invite AAEC/Hope students to SMCC activities.	Recruitment	Christopher Erran	Fall 2016	Ongoing
Strategy 1.3: Establish greater efficiency and effectiveness throughout the recruitment process.				
Activity	**Stakeholder(s)**	**Responsible Party**	**Timeline**	**Status**
1.3.1 Increase the number of on- and off-campus opportunities for seniors in local high schools to complete placement testing, enroll in classes and complete their FAFSA.	Recruitment	Christopher Erran	Spring 2015	On going
1.3.2 Create a strategic calendar of all on- and off-campus recruitment events throughout the year and make available to the entire college.	Recruitment	Christopher Erran	Spring 2015	Ongoing
1.3.3 Identify key faculty by discipline to promote programs at recruitment events.	Recruitment Faculty	Christopher Erran, VPL	Fall 2015	Ongoing

Activity	Stakeholder(s)	Responsible Party	Timeline	Status
1.3.4 Recruit ACE, Dual, Trio, HOOP students using an early college approach to reduce duplication and streamline effectiveness	Recruitment Marketing Early College	Christopher Erran, Jennifer Grentz, Rosa Cota	Spring 2015	Ongoing
1.3.5 Use BOExi Report AD_0034 weekly to connect with potential students who have enrolled but not registered for courses.	Recruitment Advising	Christopher Erran, Suzanne Hipps	Spring 2015	On going
Strategy 1.4: Provide ongoing training for all college staff responsible for recruitment functions to ensure consistency, accuracy and comprehensiveness of all interactions.				
Activity	Stakeholder(s)	Responsible Party	Timeline	Status
1.4.1 Create a student goal-dependent recruitment script and/or flowchart to assist recruiters with what pertinent information should be provided to potential students.	Student Success	Christopher Erran	Fall 2015	In Progress
1.4.2 Develop and implement a recruiter training plan which includes materials and continuous training dates.	Recruitment	Christopher Erran	Fall 2015	Ongoing
1.4.3 Develop a system to include faculty and staff in the recruitment process when appropriate.	Recruitment	Christopher Erran	Fall 2015	In Development
1.4.4 Provide storytelling workshop to recruiters and student ambassadors	Recruitment	Travis May	Annually Fall	Ongoing
1.4.5 Informational sessions regarding STEM Bioscience, Hermanas, and Si Se Puede to Maricopa Institute of Technology	Recruitment	Rosa Cota	Annually Spring	Ongoing

2: ENROLLMENT & REGISTRATION EXPERIENCE

Strategy 2.1: Enhance the exterior appearance of the college campus.				
Activity	Stakeholder(s)	Responsible Party	Timeline	Status
2.1.1 Develop and create a campus revitalization plan to paint campus buildings.	Facilities	Bear Holmes	2015-16	Completed
2.1.2 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	Bear Holmes	2015	Completed
2.1.3 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	Bear Holmes	2016-17	In Progress
2.1.4 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	Jennifer Grentz	Oct-16	Ongoing
Strategy 2.2: Develop and implement college-wide customer service standards.				
Activity	Stakeholder(s)	Responsible Party	Timeline	Status
2.2.1 Create a repository of general college information (FAQs) and train all departments so that consistent information is provided to all students.	Welcome Center	Ralph Thompson	Annually Fall	In Development
2.2.2 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.	Welcome Center	Ralph Thompson	Fall, Spring, Summer	Ongoing
2.2.3 Create a more comprehensive Welcome Center equipped to answer general questions, provide campus information, triage student/guest needs, and provide a welcoming environment.	Welcome Center	Ralph Thompson	Fall, Spring, Summer	Ongoing
Strategy 2.3: Implement a one-stop model approach to the entire student enrollment and registration experience.				
Activity	Stakeholder(s)	Responsible Party	Timeline	Status
2.3.1 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.	VPSD	Osaro Ighodaro	Summer 2016	In Progress
2.3.2 Research and purchase a queue system for students/guests to facilitate wait times for services in the SES building.	Student Development	Guy Goodman	2015	Completed
2.3.3 Conduct workshops on campus to inform students on the following resources: Financial Aid, SAP, Loans, submitting paperwork, scholarship opportunities, financial literacy, Life resources, shelter information, basic needs, refund dates, deadlines, cougar scholarship, president's scholarship and library resources.	Financial Aid	Inez Moreno-Weinert	Fall, Spring, Summer	Ongoing

Strategy 2.4: 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)	Responsible Party	Timeline	Status
2.4.1 Send a letter from the college president congratulating every student who enrolls at SMCC.	AR&R	Jean Watermolen	Fall, Spring, Summer	Ongoing
2.4.2 Create and send tailored message to students who have taken placement tests but have not registered with detailed steps to follow to encourage them to register.	Testing	Christine Neill	Fall, Spring, Summer	Ongoing
2.4.3 Develop consistent strategies for communicating cancelled courses and providing alternative courses to students as a result of Go/No-Go.	VP of Learning	Tillie Chavez	Fall, Spring, Summer	Ongoing
2.4.4 Create and send notification to every student prior to being purged from their courses with options for them to follow.	AR&R	Jean Watermolen	Fall, Spring, Summer	Ongoing
2.4.5 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.	AR&R	Jean Watermolen	Fall, Spring, Summer	Ongoing
2.4.6 Encourage 30+ credit students who stopped/dropped out to return to SMCC and register for courses.	Career and Educational Planning	Suzanne Hipps	Fall, Spring, Summer	Ongoing
2.4.7 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.)	Early College	Rosa Cota	Fall, Spring	Ongoing
2.4.8 Create a faculty/staff volunteer group responsible for assisting in the contact of students at the various "stop gaps."	Student Success	Christopher Erran	Fall, Spring	
2.4.9 Create and implement ongoing communication for the campus to understand the important dates for student financial aid to keep consistent messaging.	Financial Aid	Inez Moreno-Weinert	Fall, Spring, Summer	Ongoing
Strategy 2.5: Establish proactive academic advising efforts with a targeted focus to effectively address new, continuing, former, career and transfer students.				
Activity	Stakeholder(s)	Responsible Party	Timeline	Status
2.5.1 Identify discipline specific faculty to serve as program advisors.	VP of Learning	Tillie Chavez	Spring/ Fall	In Progress
2.5.2 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.	Career and Educational Planning	Suzanne Hipps	Fall, Spring	Monthly meetings
2.5.3 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.	Career and Educational Planning	Suzanne Hipps	Spring 2017	In Development
2.5.4 Bring advisors into class for discussions and information sharing	Career and Educational Planning	Suzanne Hipps	Fall, Spring	Ongoing

3: RETENTION

Strategy 3.1: Utilize strategic communication to students to promote college success, goal completion, transfer and graduation.				
Activity	**Stakeholder(s)**	**Responsible Party**	**Timeline**	**Status**
3.1.1 Develop a Priority Registration campaign to encourage current students at SMCC and potentially other MCCCD colleges to enroll within the first week after the class schedule is released.	Recruitment Marketing	Jennifer Grentz	Fall 2015	Completed
3.1.2 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.	AR&R	Jean Watermolen	Spring, Fall, Summer	Ongoing
3.1.3 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.	Career and Educational Planning	Suzanne Hipps	Spring, Fall, Summer	Ongoing
Strategy 3.2: Enhance student engagement in campus events and activities.				
Activity	**Stakeholder(s)**	**Responsible Party**	**Timeline**	**Status**
3.2.1 Develop and implement a student club recruitment plan to increase club participation and provide additional engagement opportunities.	Student Life	Buddy Cheeks	Summer/ Fall	Ongoing
3.2.2 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	Buddy Cheeks	Summer 2015	Ongoing
3.2.3 Recruit more employees to participate and help support students during Welcome Week.	Recruitment	Christopher Erran	Ongoing	Ongoing
3.2.4 Create additional school spirit activities and events.	Student Life	Buddy Cheeks	Summer 2015	Ongoing
Strategy 3.3: Implement systemic processes to facilitate student retention.				
Activity	**Stakeholder(s)**	**Responsible Party**	**Timeline**	**Status**
3.3.1 Conduct student focus groups to identify why students continue to enroll at SMCC.	PRD	Damita Kaloostian	Fall 2015	Annually (Fall)
3.3.2 Create and implement a student exit survey to identify reasons why students do not continue at SMCC.	PRD	Damita Kaloostian	Summer 2015	Each semester
3.3.3 Suggest or provide examples of statements for faculty syllabi - Getting Started Module for faculty in Canvas that provide examples of statement for syllabi and all resource info for students (see the Center for Teaching and Learning to import the module into your Canvas course).	Faculty	Jacky Levy	Fall 2016	In Progress

4: PROGRAM & COURSE OFFERINGS

Strategy 4.1: 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)	Responsible Party	Timeline	Status
4.1.1 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.	AR&R VPL, Faculty	Dean of Academic Innovation	Fall 2017	In Progress
4.1.2 Research, develop and implement stackable credentialing programs to offer certifications to enhance existing degree/certification programs (e.g. Computer Science).	VPL, Scheduling Faculty, AR&R	VPL	Spring 2017	In Progress
4.1.3 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.	VPL, Scheduling Faculty, AR&R	Scheduling, Division Chairs	Fall 2017	In Progress
4.1.4 Meet with industry leaders to understand their "in-house" training needs and discuss and develop training tailored to their needs.	VPL, Scheduling Faculty, AR&R	Division Chairs, Faculty	Fall 2016/ Spring 2017	In Progress
4.1.5 Create process to complete course schedule in advance of District deadline so that current and potential students can view schedule prior to registration.	VPL, Scheduling Faculty, AR&R	Rosa Cota	Immediately	In Progress
Strategy 4.2: Create and continuously communicate to all stakeholders the process of developing and eliminating college certificate and degrees.				
Activity	Stakeholder(s)	Responsible Party	Timeline	Status
4.2.1 Create a document summarizing the degree/certificate creation process.	AR&R, VPL, Faculty	VP Learning	Spring 2015	In Progress
4.2.2 Create a communication plan to inform staff of the process and updates/changes to program offerings, courses, activities, and procedures.	AR&R, VPL, Faculty	Curriculum Committee	Spring 2015	In Progress

ATTACHMENTS
APPENDIX A: Strategic Enrollment Management Plan Poster
APPENDIX B: Annual Calendar of Events