

29TH ANNUAL

SEM

STRATEGIC ENROLLMENT
MANAGEMENT CONFERENCE



OPERATIONAL
EFFICIENCY



INSTITUTIONAL
WELLNESS



STUDENT
SUCCESS

Grow Your **Enrollment.**
Develop Your **Career.**

November 3-6, 2019
Hilton Anatole • Dallas, Texas

Leading Through Transition: Positioning SEM as an Agent for Change

Presented by: Renee Tastad, Holyoke Community College

Monday, November 4, 2019

10:30 AM - 12:00 PM

Introduction

- In this session, you will learn how Holyoke Community College developed the college's first SEM plan from the ground up, with no strategic plan in place, with transitioning leadership, all while facing the challenges of enrollment declines, changing demographics, and diminished state funding.

Learning Outcomes

- First Learning Outcome: Participants will learn how to build a strong and informed SEM team
- Second Learning Outcome: Participants will learn how to review internal and external data to inform SEM plan
- Third Learning Outcome: Participants will gain an understanding of how a strong SEM plan can guide the development of a Strategic Plan
- Core Competencies: Interpretation and Application of Institutional and External Data, Leadership and Management

Where do you even begin???



29TH ANNUAL
SEM
STRATEGIC ENROLLMENT
MANAGEMENT CONFERENCE



Grow Your **Enrollment.**
Develop Your **Career.**



November 3-6, 2019
Hilton Anatole • Dallas, Texas

...not requirement in the world
...be historical if the academic
...willing to get out of their
...concept in economy, a student
...not yet enrolled. Don't get
...we target better
...20% of students will consider
...leaving home
...students who were admitted
...to the
...AND we
...need to be able to differentiate
...ourselves from these competitors.
...what is language to be?

Sun 11/01
DIPLOMAT
RESORT & SPA
Sun 11/01
p. 2

Need: print on demand Post sheet for
back, design program
...to be printed in the world
...be historical if the academic
...willing to get out of their
...concept in economy, a student
...not yet enrolled. Don't get
...we target better
...20% of students will consider
...leaving home
...students who were admitted
...to the
...AND we
...need to be able to differentiate
...ourselves from these competitors.
...what is language to be?

DIPLOMAT
RESORT & SPA
Sun Nov 1
4:00

Why the most
from Sem

SEM was originally focused on Recruitment
- Marketing
Then recognition that it cost 2x amount to
recruit them to retain
Shift to add focus on Retention, Success +
Completion & DATA. Show me the evidence.

③ Tactics
④ Strategies - create the right teams
⑤ Enrollment Infrastructure - staff, trained, look at
data?
⑥ Enrollment Goals - retention
⑦ Data Collection + Analysis - internal
environment - past
⑧ Key Enrollment Indicators - demographic
⑨ Strategic Plan - Retention + actual vs
tradition + new vs
transfer

Sem
Core Concepts
DIPLOMAT
RESORT & SPA
Sun Nov 1
9am

p. 3

① Initial admission w/ first 45 transcripts
② When do we packing? When do our competitors
pack?

Structures for K-20 Pre-college thru
adulthood

- Link all programming together in outline
to create a one student
Where did they come from before this?
What messages did they hear?
Where are they going before this?
Relationships with transfer institutions +
employers.
- Summer Camps
- Alumni

③ Research - Clear goals
of students
- degree seeking, certificate, PT/PT, demographics
- exp on retention + success
- look @ environmental scans

→ Research: Full comprehensive environmental scan

Planning
Session
DIPLOMAT
RESORT & SPA
Sunday
11/01 5:00

p. 1

Hispanic student population shifting growing
but not enough to replace the # of white
students who are not attending college

Hispanic students travel 37 miles from home
Average transfer

③ Strong demand from older students. 25+

- Arms race for decreasing # of potential students
- Need to look at our assessment process for
incoming students
- Cultural Capital disadvantage
- Limited effectiveness of High School Counselors
- Sense of urgency - need to help at home

Need: Multilingual marketing materials

④ Engage teachers in the high schools they spend
the most time w/ students
Non-credit to market to the teachers
⑤ Get the community on your campus

LOOK AT:
- Participation of classes across majors
- Schedule + modes of delivery
- Clean up the classes w/ high rates of DFW
- Clarify FA Process for families

Mon 11/2
10:30
WORCESTER
UNIVERSITY
Environmental Scan p. 3

- Accreditation reports can be used to inform the
program analysis
- Business & Community/Industry Connections
- Know what is happening
- Alumni - placement + success rates, Satisfaction
survey, rate of alumni participation
- Talk to Veena about campus + student swap
- what do we collect?
- what can we collect?
- what do we do with this information?
- FA - Scholarships - how to best leverage aid
- when are scholarships awarded?
- when is aid awarded?
- what are our competitors doing + when?
- Facilities Plans
- how is our facilities plan connected to enrollment
- what is the enrollment projection for hospitality +
- cultural arts?
- what is the potential impact of campus center project
on enrollment + retention?

Make your data tell a story. Always need a narrative
"here is what happened that year" to derive
the numbers.

Compliments of the Conference and Event Services Office
(508) 929-8237

Monday 11/02
WORCESTER
UNIVERSITY

Development Session
Admission Department Development
Admission Meetings - working with other
include at least one guest presenter each
Dept. Chairs
Advising
ABE
TCC
Libraries
Student Health
SHEVE
MIVE
HIVSET

Technology training
- Look within your own processes
- improve upon what you do each day?
- be open to learning
- OK to take risks
- Teach each other.

Environmental Scanning
w/ Christine Berlin @ McAfee

- Env. Scanning is a process for the institution's strategic plan
- Provides information for all
- and planning for the future
- Verifies if the institution's assumptions are reasonable based on metrics
- Helps challenge enrollment potential based on metrics
- Sets standard that informs decision making based
on data.

Who else - Judy Turcotte, Veena
Rebecca
on staff
Compliments of the Conference and Event Services Office
(508) 929-8237

EMT - meets 2x/week!
WORCESTER
UNIVERSITY
p. 5

Cultural Shifts
- shifting perceptions
- internal focus vs. external focus
- internal focus vs. external focus
- internal focus vs. external focus

One a done vs. continuous
- when disbanding / ending the budget
- when disbanding / ending the budget

Enrollment light touch should be active
- historical performance
- communication flow reports
- how to use the reports
- how to use the reports

Guidance Partners - 15 guidance counselors work
- on campus
- on campus

Env. Scanning
WORCESTER
UNIVERSITY
p. 5

Bring together diverse perspectives
- What data do we have?
- Develop a list of issues + possible
- solutions
- Share your own goals based on hearing
- of the mission + possible responses
- Communicating + possible
- responses

Buy in
Operationalization
- Buy in
Operationalization
- Buy in
Operationalization

are recruiting people to
graduate!

Compliments of the Conference and Event Services Office
(508) 929-8237

Sem
Core Concepts
DIPLOMAT
RESORT & SPA
Sun Nov 1
p. 4

① Sem based reporting portfolio
- By month - investment of all reports needed
- no more, clear, understandable
- State of affairs - inquiries + expectations
- Enrollment - historical trends

② Wiggins + careers is the #1 most important
- deciding factor
- put some emphasis on this

③ Questions to ask in SEM planning
- What do we want to be in 5
- the answer to this must be data informed
- Look at types historical data
- develop robust reports
- to know what we need to be in 5 years?

④ Guaranteed program (i.e. if you enroll in
- less than 1% drop in to this
- look high growth rate to sustain
- AAAC model - retention + on
- campus activities

Sem
Core Concepts
DIPLOMAT
RESORT & SPA
Sun Nov 1
p. 4

① Sem based reporting portfolio
- By month - investment of all reports needed
- no more, clear, understandable
- State of affairs - inquiries + expectations
- Enrollment - historical trends

② Wiggins + careers is the #1 most important
- deciding factor
- put some emphasis on this

③ Questions to ask in SEM planning
- What do we want to be in 5
- the answer to this must be data informed
- Look at types historical data
- develop robust reports
- to know what we need to be in 5 years?

④ Guaranteed program (i.e. if you enroll in
- less than 1% drop in to this
- look high growth rate to sustain
- AAAC model - retention + on
- campus activities



SEM Planning

SEM planning is...

- Future and long-term focused
- Data-informed
- Challenging

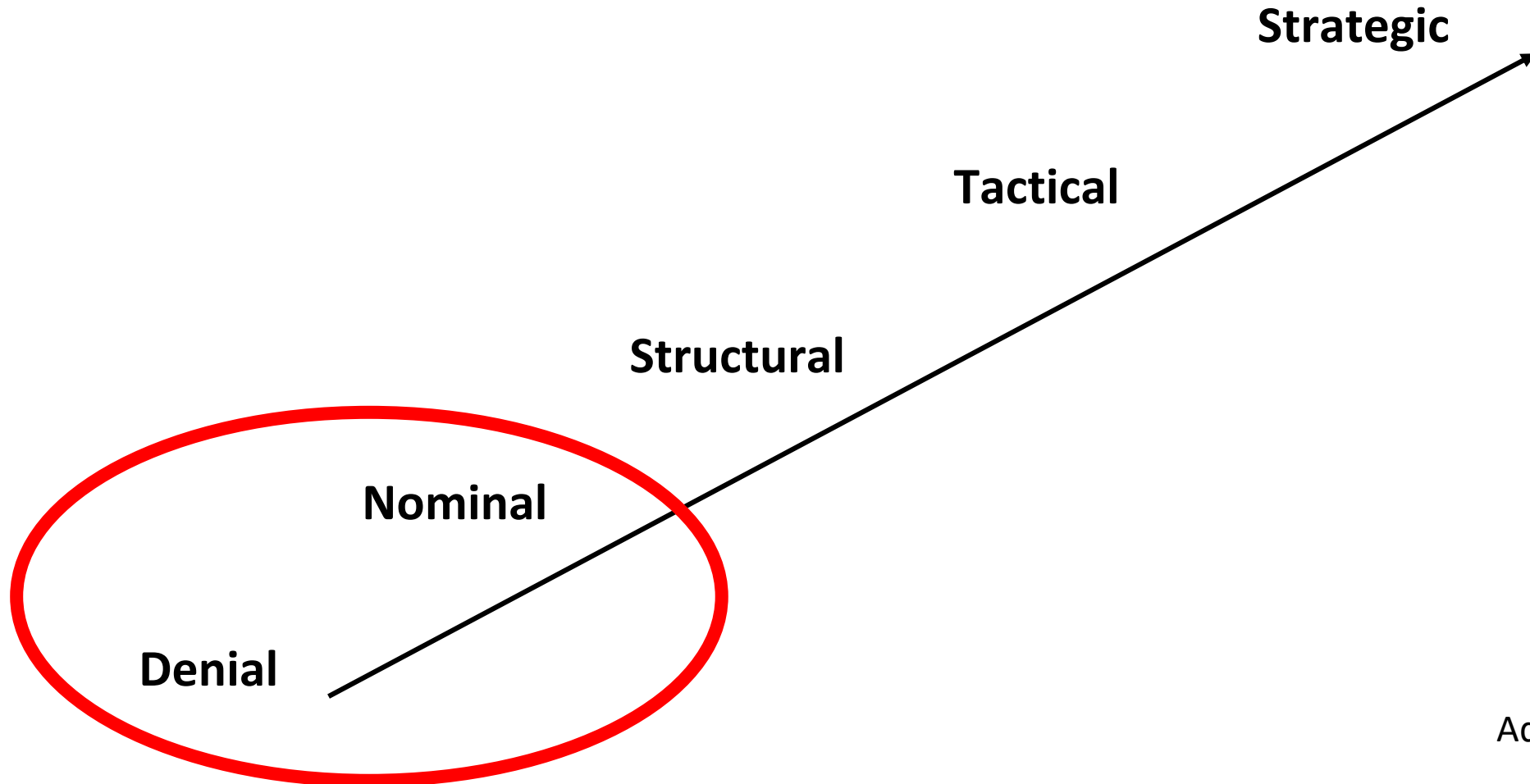
SEM planning is not...

- Fixing operational issues
- Silver bullet or even silver buckshot
- Isolated to one office or area

Core Enrollment Management Principles

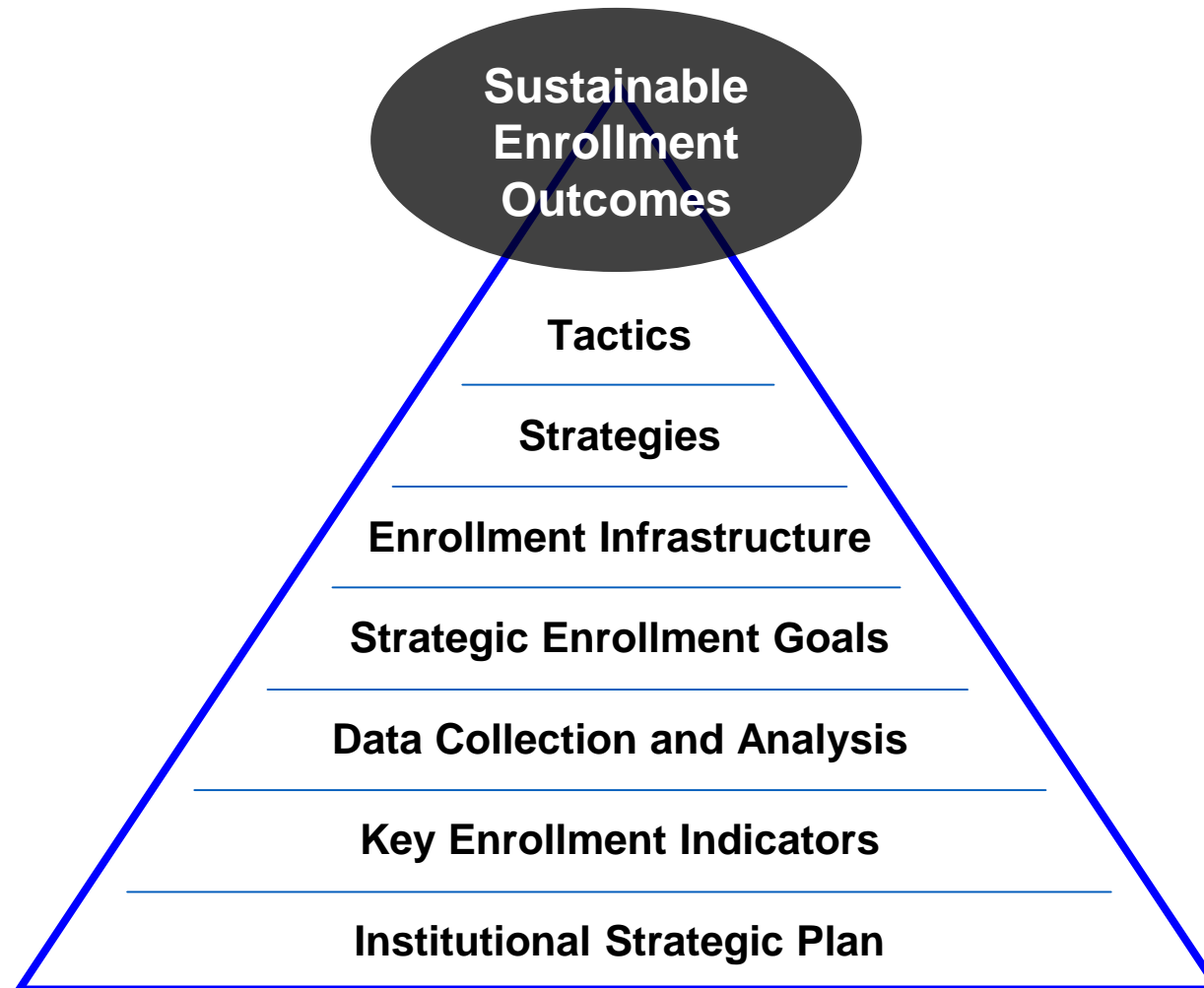
1. No enrollment effort is successful without **quality** academic programs
2. Recruitment and retention are on-going, multi-year **processes** with strong access to research and **data**
3. The most successful recruitment programs clearly **differentiate** the student experience from competitors
4. The most successful retention programs clearly address students' needs and regularly **engage** students in academic and non-academic programs

SEM Transition Model



Adapted from Dolence

SEM Planning Framework



Developing the SEM Team



SEM Steering Committee Composition

- Dean of Enrollment Management (lead)
- VP of Administration & Finance (Cabinet Sponsor)
- Dean of Business & Technology
- Dean of Online Learning
- Chair of Health Sciences
- Chair Liberal Arts & Sciences
- Director of Enterprise Applications
- Director of Institutional Research
- Director of Planning & Assessment
- Director of Retention
- Director of Marketing
- AVP Workforce Development

Who is
on your
team?

2 min



Planning Timeline

July 26	Structure, Form & Function
August 2	Research questions
August 23	Data development
Sept 13	Data development + introduction of academic program review
Sept 27	Data development
Oct 11	Compile data into plan framework
Oct 25	Revise plan framework
Nov 8	Float to campus constituents for feedback
Nov 15	Make revisions
Dec 6	Present to Cabinet

Establish objective by asking questions

What are the secondary goals that you hope to accomplish with the SEM plan?

- strengthen the overall culture of SEM on campus?
- get certain stakeholders more involved?

Our SEM Planning Objective:

Objective: Develop a data-informed enrollment management plan that is strategic and **aligned with the institution's mission and strategic plan**. The enrollment management plan will serve as a guide to the enrollment and retention related activities of the college over the period of the plan. Through a comprehensive and strategic enrollment management plan, the college will be able to:

- **Make clearer choices about growth**
- **Connect the budget to course scheduling, office staffing, and marketing resources**
- **Develop long-range planning for programs, facilities, and technology**



How are new programs developed?

How are programs sunsetted (closed, mothballed)?

What classes are the most portable (can be applied to the most majors)?

When are those classes offered?

Which classes have the highest DFW rates?

Which classes have the highest enrollments?

What factors are considered when building the course schedule?

What opportunities exist by minimizing the number of degree options?

How is the facilities plan connected to enrollment goals?

What are the retention rates of students in special programs?

How are our financial aid awards impacting enrollment?

What are the average # of credits students take each semester?

What are the average # of credits students take to earn a degree?

What is our current survey culture?

How do we differentiate ourselves from our top 5 competitors?

How do we engage stop-outs?

What is our yield by event?

What are the retention rates for each assigned advisor?

- Fall-to-Fall retention rates were hovering around 50%
- Market potential from the adult population with less than an associate's degree (170,000+)
- The fastest growing occupations in our area are Registered Nurses, Personal Care Aides, Home Health Aides, Food prep and food service, and Retail workers.
- There is still opportunity with high school graduates in our area
- The poverty rate in our region is high
- Achievement gaps
- Students attending full-time for at least one semester do better
- Transfer is a key component of our mission
- 50% of Holyoke residents identify as Hispanic or Latino

KNOWNS

Goal Development

- Recruitment
- Enrollment
- Retention
- Completion

Data-informed Recruitment Goals

- Historical applicant yield
- Demographic break-down of applicant pool
- Historical high-school graduate market share

Recruitment Goals

1. Maintain applicant yield at 60% through 2021.
2. Increase the number of applications from adult learners (age 25 and older) from 1,970 in fall 2017 to 2,029 in fall 2020, a 3% increase.
3. Increase market share of enrollment from recent high school graduates from 15% in Fall 2016 to 18% in Fall 2020.
4. Increase the % of Hispanic/Latino students at HCC from 28% in Fall 2017 to 31% in Fall 2020.

Data-Informed Enrollment Goals

- 3-year average headcount
- 3-year average FTE
- 3-year average number of credits

Enrollment Goal

1. Increase annual FTE from 3,812 in 2016-17 to 3,936 FTE in 2020-21, a 3% increase.

Data-Informed Retention Goals

- New student onboarding
- Recognizing achievement
- Support for underrepresented minorities

Retention Goals

1. Increase fall to fall retention of FTDS cohort from 51% to 54%, a 3 percentage point increase from the baseline.
2. Increase fall to fall retention of FTDS Hispanic/Latino cohort from 44% to 50%, a 6 percentage point increase from the baseline.

Data-Informed Completion Goals

- Major selection & major changes
- Summer and Wintersession
- Incentivizing Full-Time enrollment

Completion Goals

1. Increase the fall 2018 FTDS cohort 150% of normal time (3 years to complete degree or 1.5 years to complete certificate) graduation rate to 18% - an increase of 3 percentage points from the 3 year baseline of 15%.

Strategies & Tactics



Recruitment Strategies & Tactics - Goal 1

- a. To maintain applicant yield, the college will:
 - i. Conduct analysis of number and type of communication touch points throughout enrollment cycle
 - 1. Optimize written communication for length and content
 - a. Jargon-free; 1st generation friendly
 - b. Just-in-time action steps for each stage in enrollment process

Recruitment Strategies & Tactics - Goal 2

- a. To increase the number of applications from adult learners (age 25 and older), the college will:
 - i. Direct market to adults who have less than a college degree
 - 1. [Geofence](#) captive audiences such as Holyoke and Springfield bus transfer stations, Six Flags, The Big E, The Holyoke Mall, Holyoke Medical Center
 - 2. Conduct targeted outreach to minimum-wage employees of area businesses
 - ii. [Develop partnerships with employers who offer tuition remission programs](#)
 - iii. Develop strong partnerships with ABE and TCC programs
 - 1. [Implement non-credit to credit course discount program](#)

Recruitment Strategies & Tactics - Goal 3

- a. To increase enrollment from service area high schools, the college will:
 - i. Utilize our own success data when marketing and promoting HCC to service area high schools
 1. Develop [testimonial materials](#) in multiple media modalities (print, online ads, video, etc.)
 2. Showcase successful graduate data on transfer rates, graduation from 4-year rates, licensure exam pass rates, and job placement rates
 3. Highlight HCC transfer options and [cost-savings](#) when utilizing those options

Recruitment Strategies & Tactics - Goal 3 (cont.)

1. Highlight employers of HCC graduates
 - i. Market directly to high school students and influencers
 1. [Geofence](#) college fairs, high school athletic events, high school graduations
 2. Develop specific campaigns to parents and influencers
 - a. Develop materials in Spanish and English

Recruitment Strategies & Tactics - Goal 3 (cont.)

- i. Utilize [preliminary financial aid estimate letters](#) to inform prospects of the affordability of HCC before they receive offers from other institutions
 - 1. Review HCC timeline for processing and packaging aid in comparison to 4-year competitors
- 1. Utilize a [student-centered culturally-responsive approach](#) when assisting students in navigating the enrollment process
 - a. Implement GPS sessions to assist with onboarding of new students
 - b. Expand reach of the Puente Experience and [MAS program](#)

Enrollment Strategies & Tactics - Goal 1

- a. To increase annual FTE, the college will:
 - i. Increase the % of students taking 15 or more credits from 8.6% of total headcount in fall 2017 to 9.6% of total headcount in fall 2020.
 - 1. Explore capping tuition and fees at 12 credits
 - ii. Increase the average number of credits taken by students from 9.83 in fall 2017 to 9.94 in fall 2020.
 - 1. educate students on benefits of full-time enrollment (time and cost to completion)
 - 2. promote summer and winter session enrollment
 - a. identify grant opportunities for free courses & support services

Enrollment Strategies & Tactics - Goal 1 (cont.)

1. To increase enrollment of adult learners, the college will:
 - a. Implement adult-learner GPS sessions to assist with onboarding of adult students and minimize anxiety
 - b. Revise the transcript review process to enhance utilization of prerequisite options
 - i. Develop a searchable database of all courses from other colleges that have been approved as prerequisite courses at HCC
 - ii. Utilize Banner to document a student's completion of prerequisites without official transfer of credits

Enrollment Strategies & Tactics - Goal 1 (cont.)

- a. Accept [credit for prior learning](#)
 - i. Develop [Prior Learning Assessment Taxonomy](#)
- b. Utilize [deferred tuition reimbursement billing](#) for students with third party pay
- c. Minimize the trips to campus
 - i. Expand already existing online platforms and processes in place for online students to serve all students
- d. Increase the number of programs that can be completed fully online, evenings and/or weekends

Retention Strategies & Tactics - Goal 1

- a. To increase fall to fall retention rate of FTDS students, the college will:
 - i. Provide a consistent and thorough onboarding experience for new students
 - 1. [Prompt through text message](#) when an important email requiring action has been sent to student email (i.e Your financial aid application has been selected for verification. Here's what you need to do next.)
 - 2. Provide [personalized resource nudges](#) for services best suited to student profile

Retention Strategies & Tactics - Goal 1 (cont.)

- i. Explore the option to allow students to register for [more than one term at a time](#)
 - 1. Align on-campus and online services to student needs and connect students to those services at the right time
 - 2. Conduct exit survey with students who withdraw from all classes
- ii. Focus on retention of online students.
 - 1. Use analytics to support online student retention
- iii. Implement [proactive advising](#) for continuing students

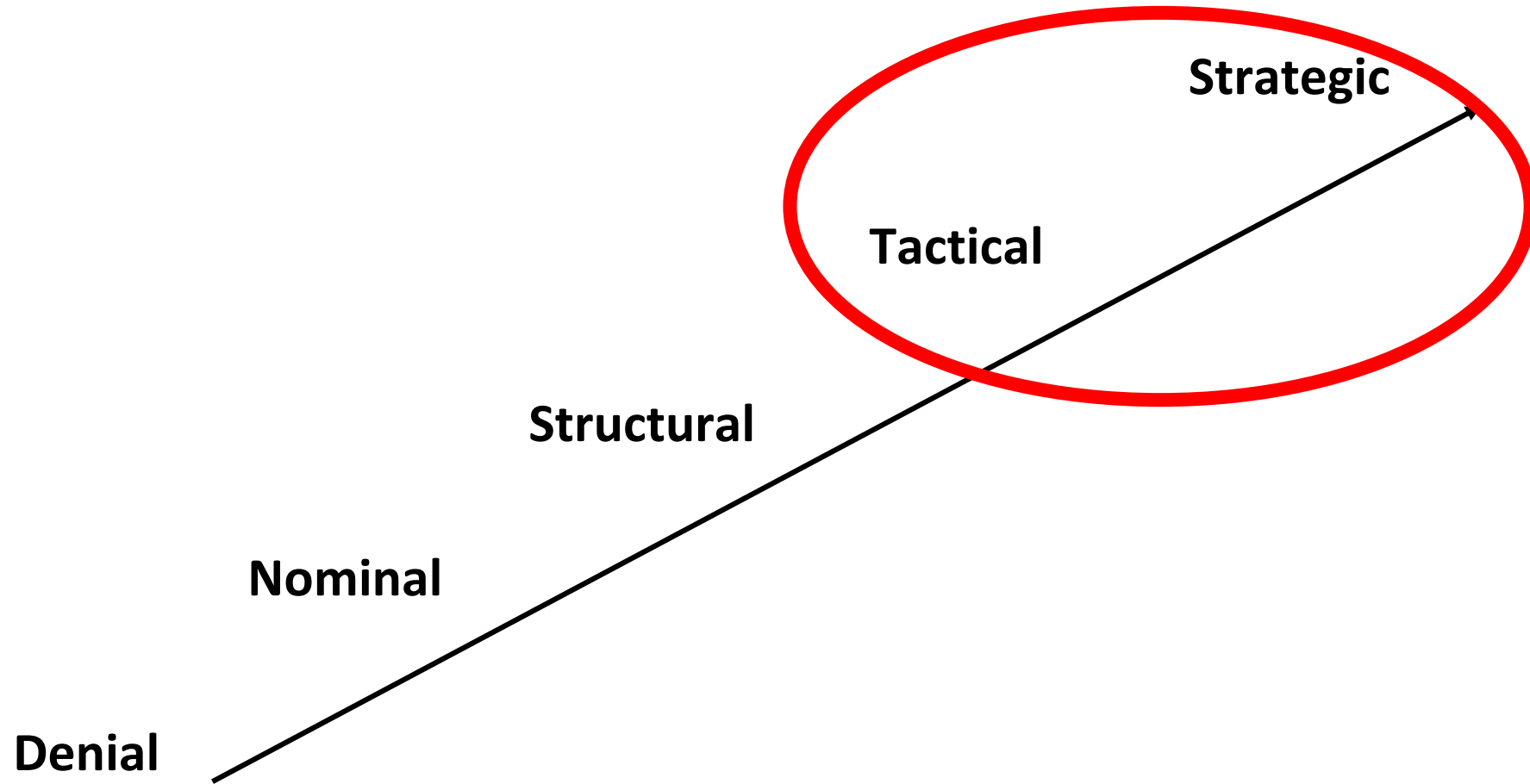
Retention Strategies & Tactics - Goal 2

- a. To increase retention of Latino students, the college will:
 - i. Encourage students to continue through the summer with [year-round Pell](#) or [summer scholarship](#) opportunities
 - ii. [Hire Latino faculty](#) and train existing faculty in Bridging Cultures curriculum
 - iii. Expand reach of the Puente Experience and [MAS program](#)

Completion Strategies & Tactics - Goal 1

- a. To increase the graduation rate, the college will:
 - i. Provide structured academic planning and career counseling during the onboarding process to facilitate an [accurate degree or certificate selection](#)
 - ii. Increase summer course offerings, market [year-round Pell](#) and summer scholarships to [encourage year-round enrollment and persistence](#)
 - iii. Implement a robust [reverse-transfer](#) program
 - iv. Revise residency requirement to 25%, or 45 credits allowed in transfer

SEM Transition Model



Adapted from Dolence



**HOLYOKE
COMMUNITY
COLLEGE**

STRATEGIC PLAN FY 19-22

hcc.edu/strategicplan

29TH ANNUAL

SEM

STRATEGIC ENROLLMENT
MANAGEMENT CONFERENCE



OPERATIONAL
EFFICIENCY



INSTITUTIONAL
WELLNESS



STUDENT
SUCCESS

Grow Your **Enrollment.**
Develop Your **Career.**

November 3-6, 2019
Hilton Anatole • Dallas, Texas

Q&A and Follow-up

Renee Tastad
Interim A.V.P. Student Affairs & Dean of Enrollment Management
Holyoke Community College

rtastad@hcc.edu

Please complete the session evaluation using the AACRAO mobile app.