

# *Beyond the Bubble: Achieving Equitable Student Success and Financial Sustainability Through Collaborative Strategic Enrollment Management*



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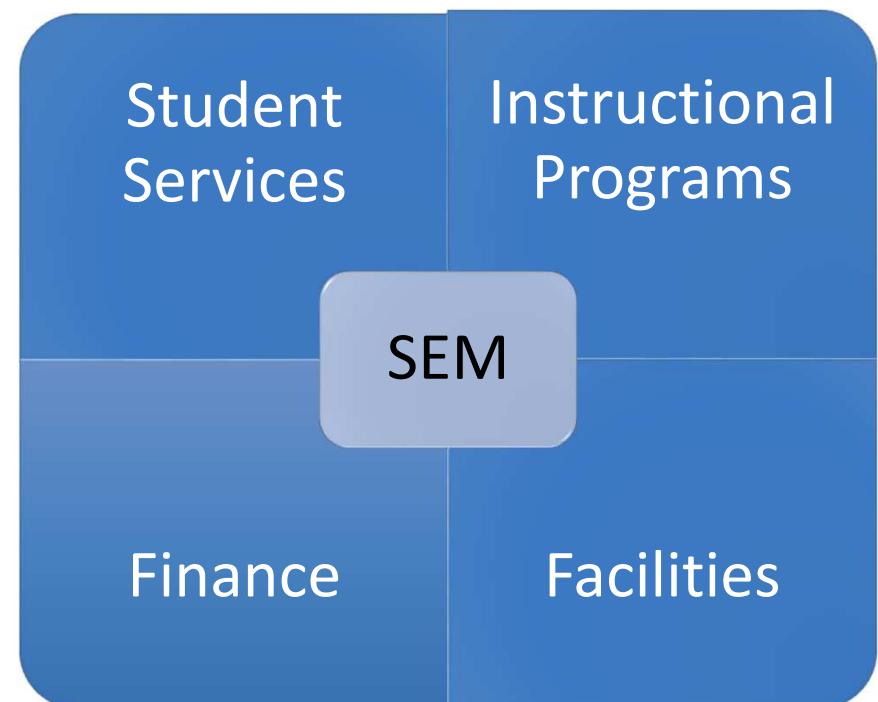
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**ACBO Institutes I**  
*April 4, 2018*

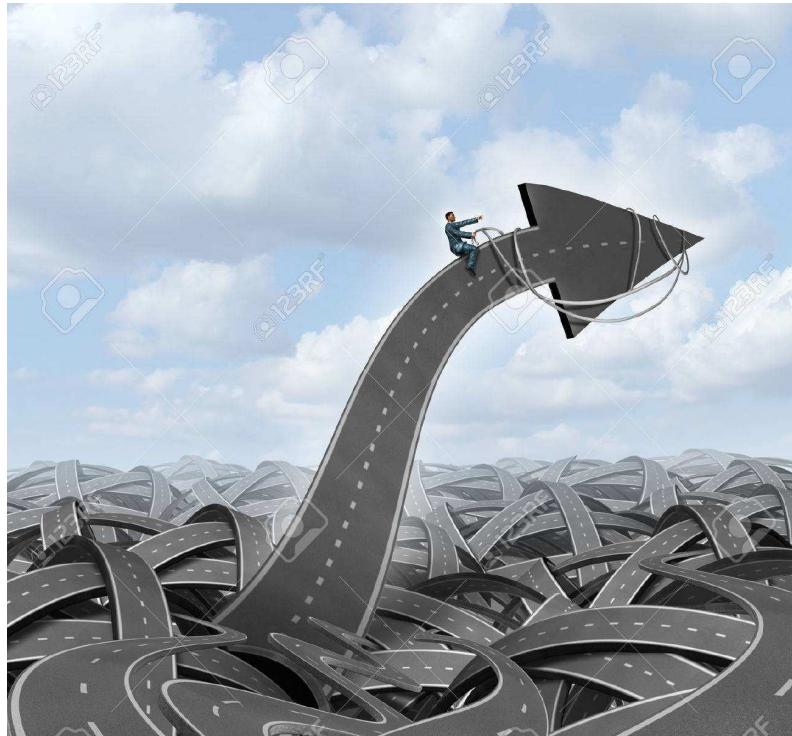
# What is Strategic Enrollment Management?

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- SEM is a comprehensive approach that integrates all areas of the institution in planning & operating for optimal student recruitment, retention, and success.
- SEM is about gathering and using data to make well-informed decisions.



# Goals for SEM Activities



- Establish clear enrollment goals
- Promote student success
- Create clear instructional pathways
- Efficient use of facilities
- Improve financial planning
- Create sustainable programs
- Improve scheduling
- Generate FTES
- Facilitate Data-Informed Decisions

# SEM Informs Integrated Planning

## Master Plans:

- Strategic
- Educational
- Facilities
- Other Institutional

## New Initiatives

- SSSP
- Strong Workforce
- Guided Pathways

- Faculty Prioritization/Staffing
- Scheduling
- Professional Development
- Aligns Short-Term Operations to Long-Term Planning
- *Accreditation Loves It!*



# Important Tools for Effective SEM

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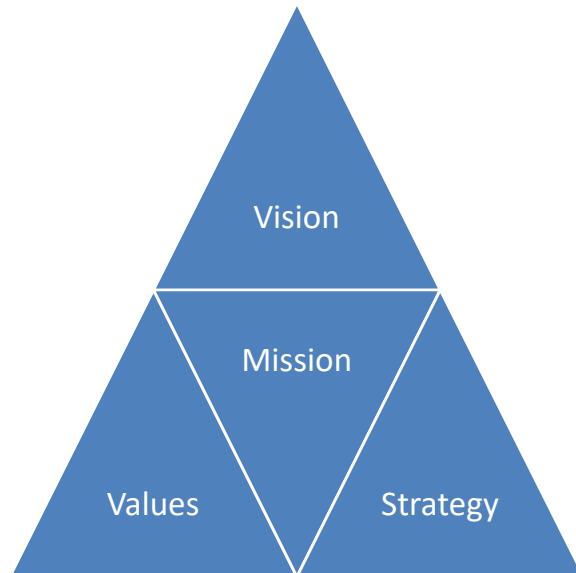


- Knowledge of Internal/External Environment
- High Quality Data
- Student Success
- Program Effectiveness
- Enrollment Efficiency
- Labor Market
- Resource Related
  - Financial
  - Facilities
  - Technology
- Strategic Vision
- Stakeholder Commitment

# Creating Common Purpose & Commitment

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## DISTRICT-COLLEGE MISSION, VISION & VALUE ALIGNMENT

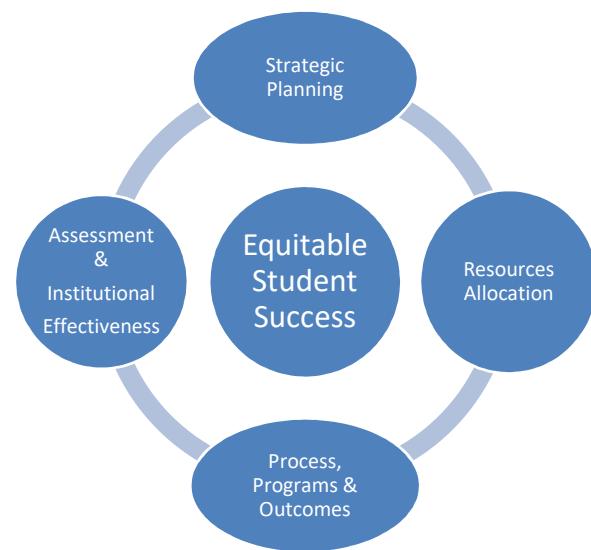


## THINGS TO CONSIDERATIONS

- Review, validate and communicate mission, vision & values
- Align strategies horizontally and vertically (college, district, & state)
- Foster synergy through strategic community partnerships & alliances

# Creating Common Purpose & Commitment

## INTEGRATED STRATEGIC PLANNING, RESOURCE ALLOCATION AND ASSESSMENT



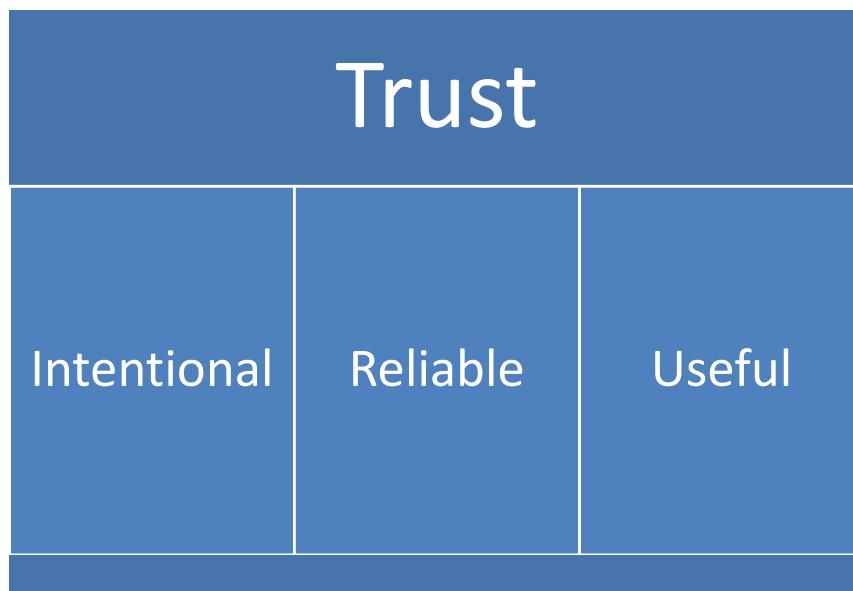
### THINGS TO CONSIDERATIONS

- Planning, resources allocation and assessment: intentionally collaborative and integrated
- Understand the relationship between processes and outcomes
- Institutionalize continuous improvement thru assessment & accountability
- Align resources with strategic priorities

# Creating Common Purpose & Commitment

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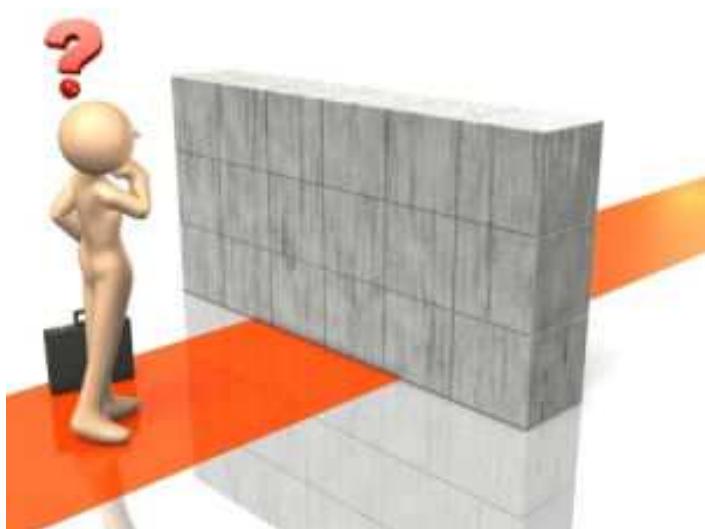
## COMMUNICATION & TRANSPARENCY



## THINGS TO CONSIDER

- Clear & consistent channels of communication fosters trust
- Data is not the same as information
- Specify roles, responsibilities and value-added intent
- Do not assume, ask about communication effectiveness

# Internal and External Challenges and Barriers to Success



- OPERATIONAL SILOS
- DECLINING ENROLLMENT
- GUIDED PATHWAY IMPLEMENTATION
- NEW FUNDING FORMULA

# Operational Silos

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- Silos exist in colleges for their own benefits not the student that we serve.
- Silos block easy access to information and thwart positive change and progress.
- Silos foster non-value added competition rather than collaboration and innovation.
- They limit efficiency and institutional effectiveness.
- Change the culture and structures and you tear down the silos.

# Declining Enrollments

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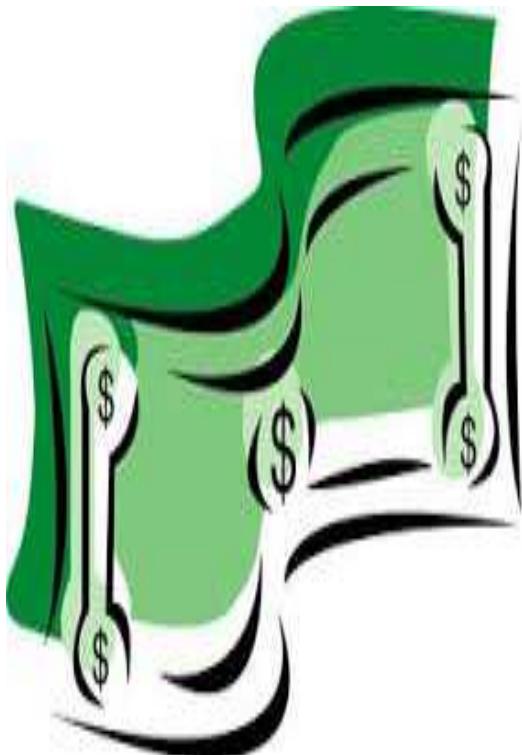
- ***Key Factors***
  - Improving economy
  - Declining high school & college age populations
  - Increased competition for students
- ***What can a college do?***
  - Review and analyze local demographics and other related data. Use environmental scan data to inform outreach and program offering strategies.
  - Find creative *ways to retain* students and enhance course completion/success.
  - Facilitate greater alignment and relationship between academic programs and livable wage careers in demand.

# Guided Pathway Implementation



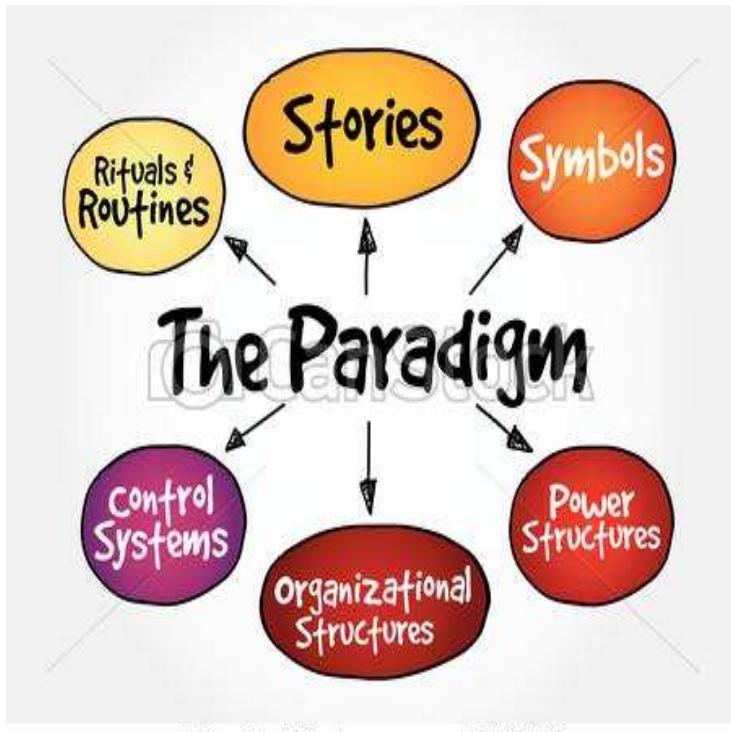
- Overcome the three main challenges:
  - Faculty resistance, which can slow down implementation;
  - Students don't always know what field they want to study; and
  - Students often face challenges at home that affect them at school.
- Turn challenges into opportunities by intentional partnering with faculty and student services professionals and following the Guided Pathways pillars.

# New Funding Formula



- While not solely based on FTES and growth factors, enrollment is still the primary determinant of funding allocation; thus, SEM increases the likelihood of financial stability and health.
- The new state funding formulas is intended to create economic incentives for achieving outcomes set by the BOG in the Vision Statement:
  - Increase by 20% - Degrees, Certificates
  - Increase Transfer to CSU/UC by 35%
  - Decrease Units From 87 to 79
  - Increase CTE Employment From 60% to 69%
  - Reduce Equity Gaps by 100%
  - Close Regional Gaps in 5 Years
- SEM creates a structured and intentional approach to achieving a multiplicity of interdependent institutional objectives efficiently.

# New Paradigm: Strategic Enrollment Management Across Higher Education



- Strategic enrollment management when done effectively goes beyond mere course scheduling and related matters under Academic Affairs, but rather involves functions across the institution; chief among them includes: Admission management, Retention, Data-driven decision making, and Marketing.
- SEM establishes a new institutional paradigm for advancing the College's mission.

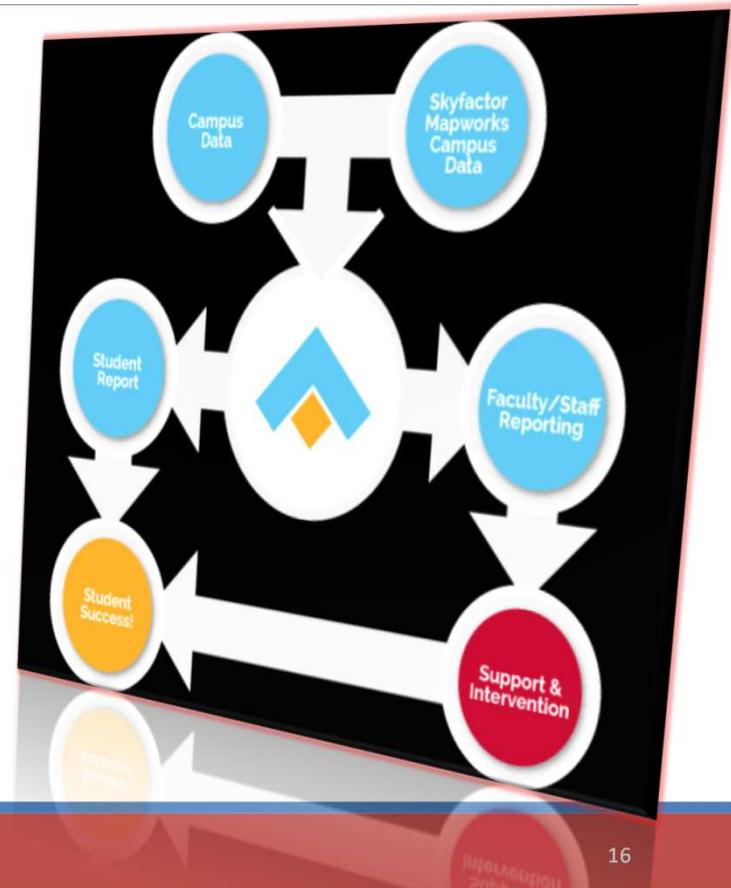
# New Paradigm: Strategic Enrollment Management Across Higher Education

**Admission Management** which can be defined as a coordinated effort that advances and tracks students from prospect to enrolled student and beyond. The admission function interacts strategically with the functions involved in managing a school's financial aid, registration, orientation, curriculum and student life. To improve the efficacy of enrollment management efforts must address competing priorities such as changing demographics, political pressures, rising tuition, and pressure to improve retention and redesign processes to be ***student centric*** and ***lean***.



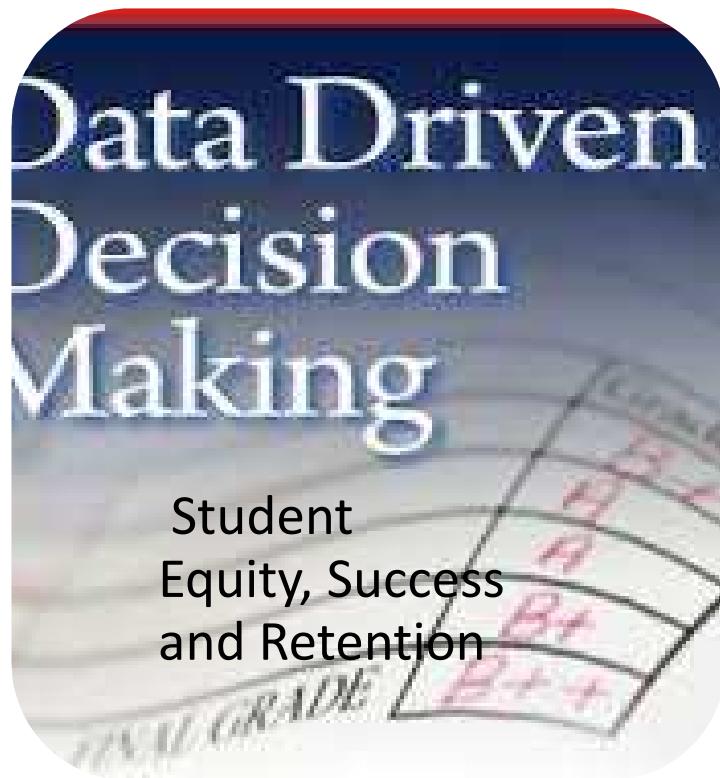
# New Paradigm: Strategic Enrollment Management Across Higher Education

**Retention** focuses on a school's ability to keep and re-enroll students from one year to the next recognizing that enrollment management is about student success. In other words, the goal must be to improve student outcomes among all equity groups. It is vital to collect and analyze data that can assist in identifying students who might be struggling and at risk of withdrawing from school and ensure that they get the support services they need to be successful.



# New Paradigm: Strategic Enrollment Management Across Higher Education

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**Data Driven Decision Making** data are foundational to Strategic Enrollment Management (SEM). The ability to collect, analyze and use data to inform strategies and actions is at the heart of good SEM planning and implementation. Data analysis of internal and external factors affecting enrollment, student success (including retention), funding/cost and the school's image must drive our planning, operations and resource allocation decisions.

# New Paradigm: Strategic Enrollment Management Across Higher Education

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**Marketing** seeks to communicate key attributes of the college to those most likely to be interested in and benefit from the academic programs and support services offered using various communication channels. Messages must be clear, consistent, targeted and reflect institutional branding and identity. Understanding the school's niche in the marketplace, and integrating marketing and communications efforts in a student centric manner are very important to success.

How to reach your target audience: local high school sporting events, print or radio ads, social media blasts, community outreach and engagement, campus events, or website content? ***All of the above!!!***



## Key Enrollment Strategies:

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- Expand dual enrollment programs.
- Identify courses and partners for development of agreements.
  
- Create and establish agreements with designated partners.





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## Key Enrollment Strategies:

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- Expand online offerings.
- Opportunities for degree completion, whole degrees, and general studies courses.
  
- Develop a plan to promote distance education.

# Key Enrollment Strategies:

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- Improve academic advising.
- Evaluate processes and improve them; ensure consistency and high quality.
- Develop a plan to recognize and evaluate faculty for quality of advising.



# Key Enrollment Strategies:

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- Utilize faculty, staff, and students in recruitment events to a greater extent.
- Educate/train regarding faculty, staff, and students key messages
- Create pool of available recruiters.
- Develop process to assign to events; reward/acknowledge.



# Key Enrollment Strategies:

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- Set realistic enrollment goals:
- Look at who you have been enrolling.
  
- Compare your enrollments to that of your competitors.
  
- Disaggregate enrollment data by populations – major, ethnicity, geography, socio-economic standing, transfer and so on.



# Key Enrollment Strategies:

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- Use scholarships competitively to attract top students.
  - Offer a greater number of and more competitive scholarship awards.
  - Refine scholarship award criteria.



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# Key Enrollment Strategies:

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- Utilize the web to recruit students.
- Target market audience using online advertising strategies and advertise on social media platforms.
- Expand recruitment efforts in markets beyond immediate area near campus.
- Expand recruitment out of state.



# Key Enrollment Strategies:

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- Increase international student enrollment.
- Seek and establish partnerships with overseas institutions.
- Develop new scholarship criteria for international students.



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# Key Enrollment Strategies:

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- Increase the number of prospective students who visit campus.
- Provide transportation for students and parents to visit campus; promote.
- Develop incentives for campus visits (application fee waiver, t-shirt, pens, free food among others.



# Key Enrollment Strategies:

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- Increase first-year student enrollments.
- Develop a plan for recruitment of freshmen and a comprehensive, coordinated freshman success program.
- Conduct outreach activities and increase student involvement and engagement in student life.
- Improve the financial literacy of students & disseminate various financial aid options.



# Key Enrollment Strategies:

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- Utilize NSSE (National Survey of Student Engagement) scores to monitor changes in student engagement over time.
- Enhance the information provided by NSSE to make it more useful for monitoring campus performance on student engagement variables.



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# Collaborative SEM

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- Creates a culture, structures, and processes that are intentionally student centric, data informed, efficient and accountable, where we all play a vital and significant role in educating students and enhancing families and communities!



Presented by

# Thank You!

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