Strategic Enrollment Management

Achieving Excellence

TCC Board of Trustees Workshop
February 17, 2014

Overview

- Achieving excellence

- What is Strategic Enrollment Management (SEM) and why is it important to the College?

- TCC's SEM development process

- SENSE, CCSSE and student outcomes

- Outcomes and strategies

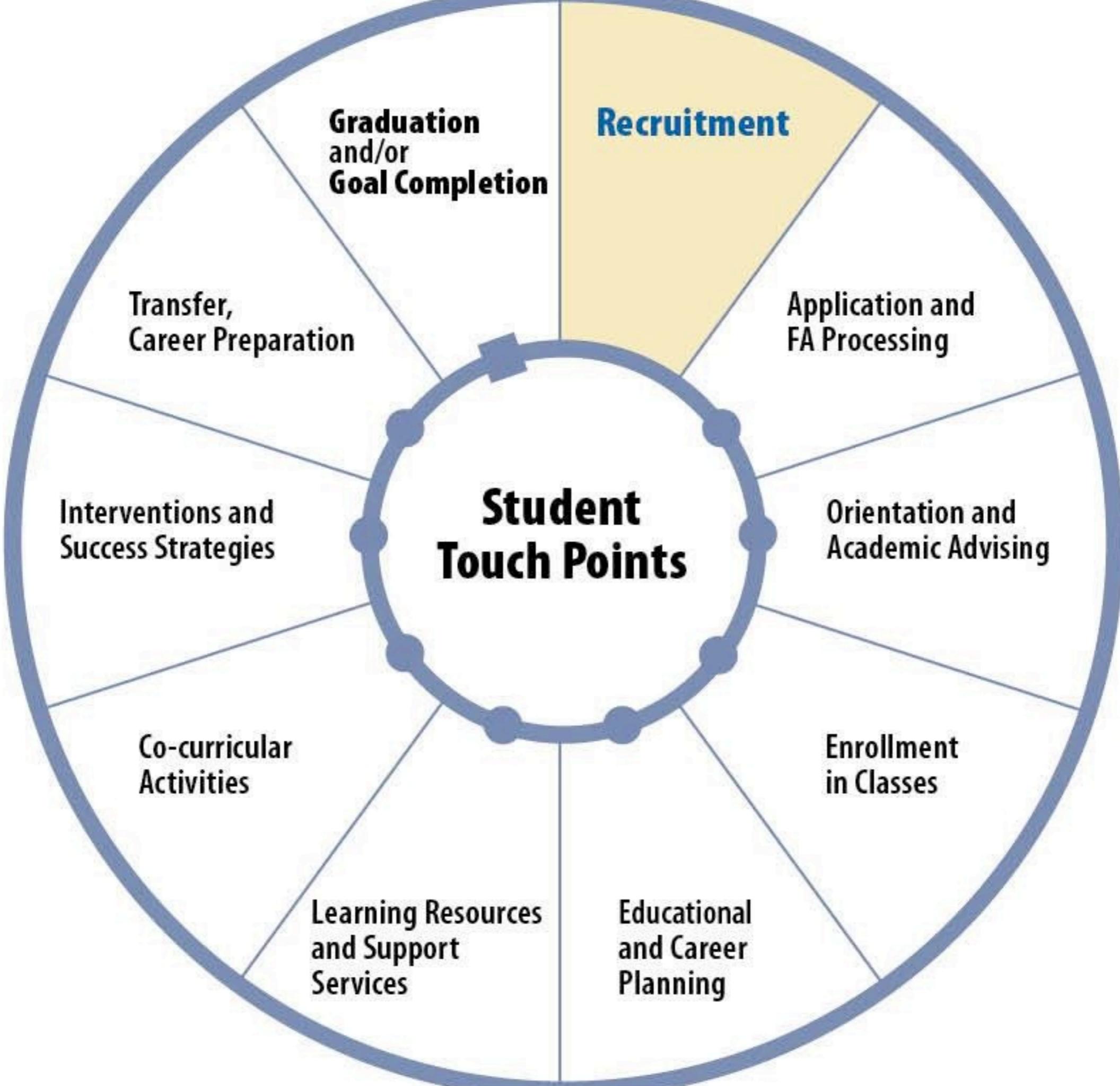- Targets

- Next steps

Achieving Excellence

- TCC is a center of excellence focused on student success, but we can always get better!

- Our aspiration - to be recognized as the best in the nation by:

  ‣ Improving student outcomes

  ‣ Enhancing our state reputation

  ‣ Expanding our national presence

  ‣ Competing internationally

What is SEM?

- SEM is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students where "optimal" is defined in the "academic context" of the institution.

Why is SEM Planning Important to TCC?

- SEM integrates programs, practices, policies, procedures, and planning activities related to **recruitment**, **retention**, and graduation/ program **completion**.

- SEM allows institutions to have a rational, data-informed approach to sustained enrollment growth and institutional health.

Student Touch Points

Recruitment

Application and FA Processing

Orientation and Academic Advising

Enrollment in Classes

Educational and Career Planning

Learning Resources and Support Services

Co-curricular Activities

Interventions and Success Strategies

Transfer, Career Preparation
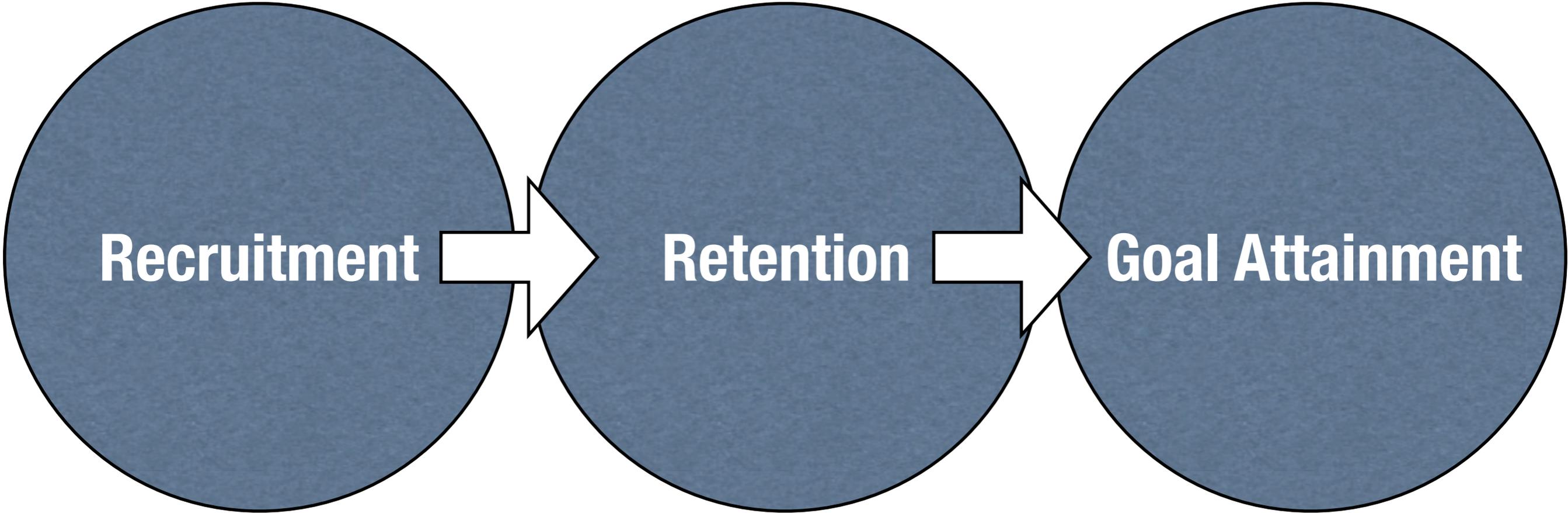
Graduation and/or Goal Completion

Characteristics of SEM

- Mission driven

- Linked to the strategic plan

- Requires strong leadership

- Campus-wide responsibility

- Synonymous with student learning and success

Characteristics of SEM

- Views retention as progress toward educational goals
- Recognizes the importance of external relationships
- Utilizes appropriate technologies to enhance service
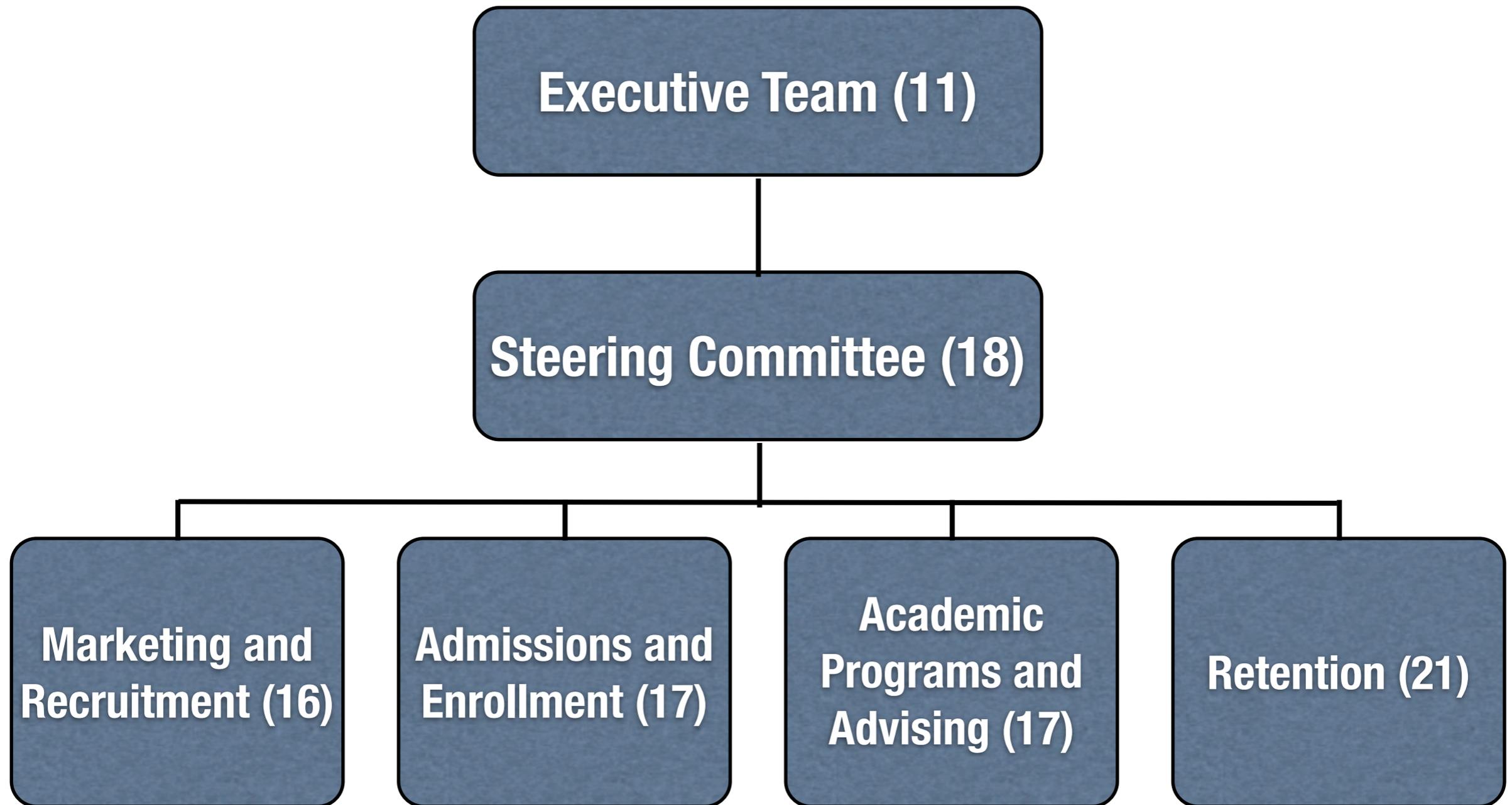- Data informed with a rich evaluation component

Functions of SEM

Recruitment → Retention → Goal Attainment

SEM Leadership

Executive Team (11)

Steering Committee (18)

Marketing and Recruitment (16)

Admissions and Enrollment (17)

Academic Programs and Advising (17)

Retention (21)

SEM Planning

- Requires knowledge of:

Institutional budgets

Funding

Communications and marketing

Academic programs

Admissions and records processes, practices, and standards

Recruitment

Student services including orientation, advising, learning support

Financial assistance

Academic preparation

Institutional fit

External demographics

Institutional profile

Student transitions

Intervention and retention strategies

Alumni relations

Campus environment

Campus communication

Career development

Learning styles and methods

Teaching strategies and delivery methods

Institutional research, assessment, and data collection

Constituency connections to campus

Technology

Professional development

Outcomes: General Themes

- Clear and consistent communication

- Clear, consistent, and transparent processes

- Accurate and timely data

- Effective marketing and communication

- Ongoing training and professional development

- Leverage technology, but remember that personal connections make the difference

Survey of Entering Student Engagement (SENSE) Benchmarks

Scores standardized to have a mean of 50

Survey Benchmarks	TCC Score
SENSE benchmark score on Effective Track to College Readiness	50.7
SENSE benchmark score on Early Connections	54.6
SENSE benchmark score on Engaged Learning	52.0
SENSE benchmark score on Academic and Social Support Network	50.4
SENSE benchmark score on Clear Academic Plan and Pathway	48.3
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Community College Survey of Student Engagement (CCSSE)

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CCSSE benchmark score on Student-Faculty Interaction	55.1

Student Success Outcomes

Performance Measures	TCC 3 Yr Avg	State Avg
Student Retention Rate		
AA	64.5	66.7
AS	57.4	58.8
Student Completion Rate (within 3 years)	36.1	35.5
Student Transfer Rate	70.9	51.0
Time to Degree		
With Acceleration	3.1 years	2.7 years
Without Acceleration	4.3 years	4.4 years
Placement Rate		
AS	86.3	85.6
PSAV	81.6	80.5

Ramp Up Existing Strategies
Effective Track to College Readiness

- Strengthen relationships with high school guidance counselors
  ‣ Regular communication and meeting schedule
  ‣ In-depth information and advisor training to assist with dual enrollment students
- Implement clearly communicated deadlines for all admissions and financial aid processes

Ramp Up Existing Strategies
Early Connections

- Implement programmatic and marketing strategies to attract special populations:

    ‣ Honors students

    ‣ Veterans

    ‣ Dual-enrolled HS students

    ‣ Online students

    ‣ International students

    ‣ Returning adult students

Ramp Up Existing Strategies

Early Connections

- Tailor New Student Orientation to increase relevance and first semester success (new students, transfer, veterans, athletes, international, readmits)

- Utilize Student Ambassadors and other student leaders as Peer Advisors in the Advising Center and in New Student Orientation

Ramp Up Existing Strategies

Clear Academic Plan and Pathways/Support for Learners

- Strengthen career planning and assessment; early selection of meta-major

- Create a comprehensive advising plan with:
  ‣ Common messaging
  ‣ Branding
  ‣ Advising scripts
  ‣ Online Planning Tools
  ‣ MAPS and milestones for all TCC programs – clear academic pathways

Ramp Up Existing Strategies

Support for Learners/Student-Faculty Interaction

- Clearly define and communicate advising roles for staff and faculty; create a series of professional development opportunities to focus on advising skills, philosophy, theory, and research

Ramp Up Existing Strategies

Support for Learners/Early Connections

- Implement Early Alert for students in all disciplines at all levels of courses, not just for FTIC students

- Interventions need to occur early in the term so students can receive timely assistance

Ramp Up Existing Strategies

Support for Learners/Early Connections

- Starfish EARLY ALERT is an early warning and student tracking system which:

  - ‣ Will allow us to efficiently identify at-risk students and then manage our efforts to provide support

  - ‣ Is integrated with our existing learning management system and our Student Information system

  - ‣ Is integrated with Outlook for easy scheduling and communication

Starfish Early Alert and Connect

- Progress reports

- Ability to raise flags as needed

- Track attendance

- Pull data from Blackboard and other systems
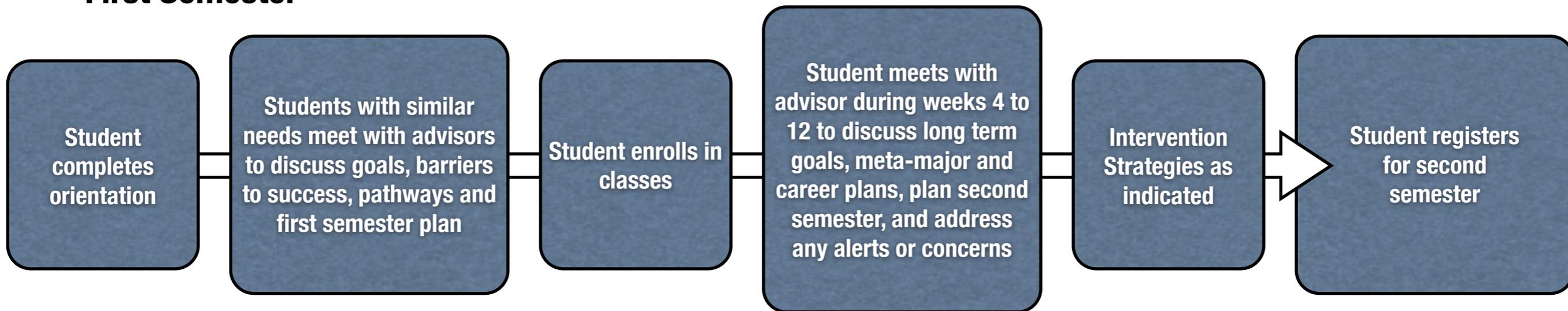
- Make referrals
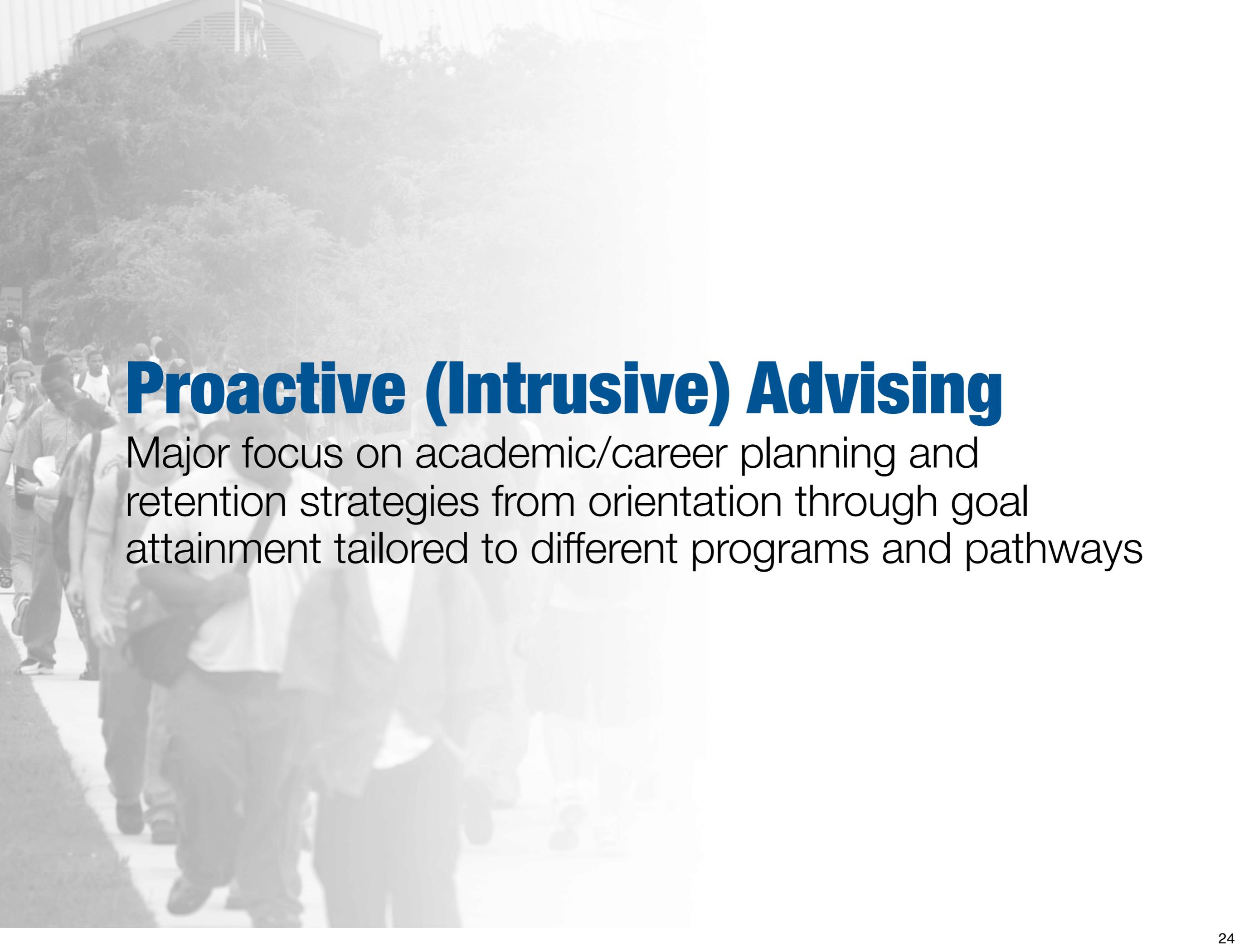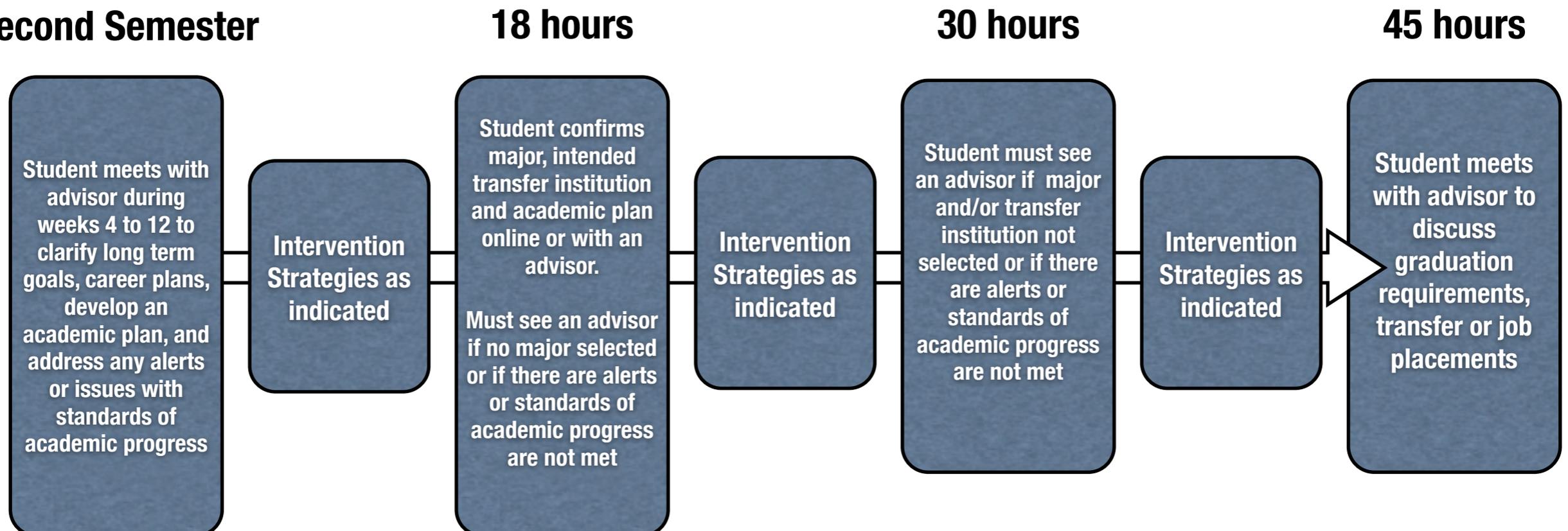
Proactive (Intrusive) Advising

Major focus on academic/career planning and retention strategies from orientation through goal attainment tailored to different programs and pathways

Proactive (Intrusive) Advising

First Semester

| Student completes orientation | Students with similar needs meet with advisors to discuss goals, barriers to success, pathways and first semester plan | Student enrolls in classes | Student meets with advisor during weeks 4 to 12 to discuss long term goals, meta-major and career plans, plan second semester, and address any alerts or concerns | Intervention Strategies as indicated | Student registers for second semester |

Second Semester **18 hours** **30 hours** **45 hours**

| Student meets with advisor during weeks 4 to 12 to clarify long term goals, career plans, develop an academic plan, and address any alerts or issues with standards of academic progress | Intervention Strategies as indicated | Student confirms major, intended transfer institution and academic plan online or with an advisor.

Must see an advisor if no major selected or if there are alerts or standards of academic progress are not met | Intervention Strategies as indicated | Student must see an advisor if major and/or transfer institution not selected or if there are alerts or standards of academic progress are not met | Intervention Strategies as indicated | Student meets with advisor to discuss graduation requirements, transfer or job placements |

Ramp Up Existing Strategies

Engaged Learning/ High Expectations and Aspirations

- Provide additional support and leadership for academic enrichment programs:
  - ‣ Honors
  - ‣ STEM
  - ‣ Model UN
  - ‣ Global Gateway
  - ‣ Study Abroad
  - ‣ Forensics
  - ‣ Brain Bowl
  - ‣ The Arts
  - ‣ Service Learning

Ramp Up Existing Strategies

Engaged Learning/Academic and Social Support Network

- Scale up and/or modify successful programs to increase impact and effectiveness:
  - ‣ College Success
  - ‣ Statway (Statistics Pathway)
  - ‣ Distance Learning Workshops
  - ‣ Connect2Complete
  - ‣ Service Learning and Civic Engagement
  - ‣ Co-curricular programs

Ramp Up Existing Strategies

Engaged Learning/Academic and Social Support Network

- Evaluate the Learning Commons and Library facilities for possible future expansion:
    ‣ Out of class support for developmental education and gateway (math and English) courses
    ‣ Additional writing requirements in social sciences
    ‣ Changes to general education curriculum
    ‣ Advances in instructional technology
    ‣ Track usage through 2014-2015

New Strategies in Progress

Clear Academic Plan and Pathway/High Expectations and Aspirations

- Implement accelerated programs to decrease time to completion and improve completion rates

- Collaborate with transfer institutions to establish "Golden Guarantee" Programs
  ‣ TCC 2FSU
  ‣ TCC2FAMU
  ‣ TCC2UWF

New Strategies

Effective Track to College Readiness/Clear Academic Plan and Pathway

- Acquire software that will:

  ‣ Align knowledge and skills of available job offerings to curriculum

  ‣ Provide reliable local, regional, and national job availability

- Promote educational pathways for AS degree and certificate programs – stackable credentials; create cohorts

New Strategies in Progress

- Implement a Customer Relationship Management (CRM) System

- Create a comprehensive, data driven enrollment marketing and communications plan

  ‣ Conduct market research; develop, implement and assess

New Strategies to Improve Service

- Partner with outside companies to:
  ‣ Manage calls and FAQs - seamless for students
  ‣ Process transcript requests – nominal fee to students, no cost to TCC
  ‣ Expand document imaging to Admissions and Student Records
  ‣ Reduce loan default rate

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PSAV	81.6	80.5	86.6

High Impact Practices Institute

- Invitation to participate by Community College Survey of Student Engagement (CCSSE)March 30th – April 1st, 2014

- Team of five refining strategies for:
  - ‣ Placement Test, Preparation and Proper Placement
  - ‣ Academic Goal Setting and Planning
  - ‣ Accelerated Developmental Education
  - ‣ Academic Alert and Intervention System
  - ‣ Class Attendance
  - ‣ Student Success Course

Next Steps

- Refine strategies; finalize timelines, resources and responsibilities

- Refine assessment measures

- Conduct market research and develop college marketing plan

- Implement, monitor, assess and revise

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