MONROE COUNTY COMMUNITY COLLEGE

enriching lives

Strategic Enrollment Management Plan

2015 – 2018

Recruitment ➡ Retention ➡ Student Success

*Adopted Fall 2015

STRATEGIC ENROLLMENT MANAGEMENT PLAN 2015-2018

Overview

Vision

Monroe County Community College will be an innovative and progressive higher education institution and our community's first choice for quality post-secondary education.

Mission

Monroe County Community College enriches and transforms lives by providing opportunity and excellence in higher education.

Strategic Enrollment Management (SEM) Guiding Principles

1. SEM is aligned with the MCCC Strategic Plan.
2. SEM is a shared institutional responsibility, and focused on recruitment, retention, and completion.
3. SEM requires a commitment of services, courses, and programs that facilitate student success.
4. SEM includes a focus on the academic and employment needs of the community
5. SEM requires an ongoing effort to build and maintain collaborations with alumni and the external community.

MCCC Facts:

1. Fall Enrollment at MCCC between 2012 – 2014 decreased by nearly 15%.
2. FTIAC numbers for Fall have decreased by 11% (2012 – 2014).
3. Fall to Fall retention from 2010 – 2014 has decreased by 9%.
4. The number of FT/FT/DS students graduating within two years is consistently 10% below the benchmark for medium, public, 2-year, Midwest, rural colleges.
5. The number of dual enrolled students has increased by more than 25% over the past three years.
6. MCCC's share of the high school market has decreased by 7% (Fall 2011 – Fall 2014).
7. The unemployment rate for Monroe County has decreased over the past three years.

Assumptions

Tuition/Fees Increase

Tuition has increased by 14% over the past three years. Given the recent enrollment decline, the stagnation of State funding and local property tax revenues, and the defeat of the Fall 2014 millage proposal, it is certain that both tuition and fees will continue to increase.

Economy Improving

The unemployment rate has decreased over the past three years. Given current economic predictors, the economy should continue to improve.

Regional Need for Skilled Workers

According to Burning Glass Technologies, Southeast Michigan's occupational demand is growing faster than most other major areas of the country. Our region's IT postings have grown by 55%. Technician, skilled trades, and IT postings are the direct result of posting over 40,000 new jobs.

State and Federal Agenda

The State and Federal governments are calling for an increase in the number of college graduates. Along with the desire to improve completion is a demand for increased accountability.

RECRUITMENT						
Increase number of applications by 10% from baseline 13/14 numbers (2,900).						
Goal	Objective	Lead(s)	Start	End	Key Measures	
1. Increase Prospect/Recruitment Efforts.	1.1 Develop connections with key constituents: • High Schools • Faith-based organizations • Business and industries • Cultural organizations • Etc.	Director of Admissions, Workforce Development, Student Service Administrators	FL 15	Ongoing	Hold at least 60 seminars for key groups	
	1.2 Increase HS student opportunity for early: • Placement testing • Dual Enrollment • Financial Aid	Director of Admissions, Director of Financial Aid	FL 15	Ongoing	Visit each county high school at least 3 times per year	
	1.3 Enhance College Branding: • Increase efforts through public relations • Recruitment	Director of Marketing and Communications	FL 15	Ongoing	Develop one theme that is produced in a variety of formats	
	1.4 Redesign recruitment initiatives to include: • FT Faculty • Adjunct Faculty • Staff • Students	Academic Deans and Director of Admissions	FL 15	Ongoing	25% of recruitment events will involve one of these groups	

RECRUITMENT (cont.)						
Increase number of applications by 10% from baseline 13/14 numbers (2,900).						
Goal	**Objective**	**Lead(s)**	**Start**	**End**	**Key Measures**	
1. Increase Prospect/Recruitment Efforts (cont.)	1.5 Implement use of technology to effectively track prospective student status from the first point of contact, inquiry, application, testing & registration	Student Services Administrators, Director of Marketing & Communications	WI 16	Ongoing	Collect 100% of HS visit and inquiry data and input in newly designed enrollment management system	
	1.6 Conduct Environmental Scanning to identify programs/courses for development	Coordinator of Institutional Research, Academic Deans & Enrollment Management Task Force	FL 15	Ongoing	Utilize data for decision making regarding academic programs and services	
Increase FTIAC enrollment numbers by 10% on baseline Fall 14 (854)						
Goal	**Objective**	**Lead(s)**	**Start**	**End**	**Key Measures**	
2. Set and attain enrollment targets.	2.1 Identify clear enrollment goals by market type and program.	Director of Admissions, Academic Deans and Enrollment Management Task Force	FL 15	Ongoing	Enrollment data	
	2.2 Hold dual enrollment information meetings at Main Campus and at the Whitman Center	Director of Admissions	SP 15	Ongoing	Dual enrollment numbers	

RECRUITMENT (cont.)						
Increase number of applications by 10% from baseline 13/14 numbers (2,900).						
Goal	Objective	Lead(s)	Start	End	Key Measures	
2. Set and attain enrollment targets (cont.)	2.3 Implement placement testing at two additional high schools	VP Student Services, Director of Admissions, Manager of Info. Systems	FL 15	Ongoing	Number of students tested	
	2.4 Repurpose existing scholarships to increase the number of recipients	Cabinet, The Foundation, and Enrollment Management Task Force	WI 16	Ongoing	Increase the number of scholarship recipients by 25%	
Retention						
Increase Fall to Fall retention of First-time/Full-time/Degree Seeking Students by 10% on baseline 2013 (44%)						
Goal	Objective	Lead(s)	Start	End	Key Measures	
3. Implement required activities that are proven to yield positive student success outcomes.	3.1 Increase the number of new students attending New Student Orientation prior to attending classes.	VP Student Services, Director of Admissions and counselors	WI 16	Ongoing	75% of new students will participate in some form of Orientation	
	3.2 Require academic advising for new students and assist all students in developing a "pathway to graduation."	VP Instruction, VP Student Services, and Enrollment Management Task Force	FL 15	Ongoing	75% of all MCCC students will meet annually with an advisor.	
	3.3 Create a schedule of classes for the entire academic year.	VP Instruction, Academic Deans, Registrar, VP Student Services, VP Administration	FL 16	Ongoing	Schedule complete for Fall 2016 registration	

Retention					
Increase Fall to Fall retention of First-time/Full-time/Degree Seeking Students by 10% on baseline 2013 (44%)					
Goal	**Objective**	**Lead(s)**	**Start**	**End**	**Key Measures**	
4. Increase student retention.	4.1 Investigate the need and logistics for implementing a freshman experience course.	VP Student Services, VP of Instruction, Deans, faculty and Retention Task Force	FL 15	FL 16	Create a freshman experience course for FTIAC and/or at-risk students	
	4.2 Expand the use of online Early Alert System	VP Student Services, V.P. Instruction, LAL & faculty	WI 15	Ongoing	100% of faculty will receive an email regarding access to the Early Alert System	
	4.3 Develop and market a program that can be completed fully online	VP Instruction, Academic Deans, faculty, and Director of Marketing	FL 15	WI 16	Offer one program that can be completed online.	
	4.4 Implement a pilot mentoring/coaching program for at-risk students	VP Student Services and Retention Task Force	WI 15	Ongoing	Train and assign mentors to a target number of at-risk students	

Student Success						
Increase the three-year graduation rate of First-time/Full-time/Degree Seeking Students by 10% when compared to baseline 2013 data (18%)						
5. Establish clear pathways to graduation and beyond.	5.1 Develop student awareness of graduation after 30 semester hours completed	Registrar and Enrollment Management Task Force	FL 15	Ongoing	Increase graduation rates by 10% within 2 years.	
	5.2 Establish degree pathways for students and revisit during each advising session	VP Student Services and Student Services Administrators, VP Instruction, Faculty	FL 14	Ongoing	Degree/Certificate/ Completion/ Transfer data	