Strategic Planning for Enrollment Management

SEM Taskforce Report

September 4, 2008

Presented By: Diane Drebin, Shelly Parini, Bill Zuelke and the CCC SEM Taskforce
Charge of the SEM Taskforce

- Develop a 3 year SEM plan based on recommendations from the AACRAO consulting final report that is in alignment with institutional mission and strategic priorities.
Strategic Enrollment Management
What is it? SEM 101

“Strategic enrollment planning is an information-based and ongoing process that identifies, evaluates, and modifies strategies and enrollment goals in light of internal and external forces that may influence the direction of the institution.”

The planning process addresses:

- How the institution serves students, both currently and in the future
- The institution’s mission, goals and capabilities
- A changing marketplace and environment

(“Long-Range Enrollment Planning: Why a True Strategic Approach Is So Important” Jim Mager [www.noellevitz.com])
Why SEM? Why Now?

- Response to NWCCU Accreditation Standard #1 – Institutional Mission and Goals, Planning and Effectiveness

- CCC Mission: Creating lifetime opportunities for success through responsive education

- Concern about fluctuations in enrollment at CCC

- Commitment to being proactive rather than reactive in planning for recruitment, enrollment and retention

- A growing awareness that on-going strategic planning for enrollment needs to be an integral part of our institutional priorities

“Without a strong process in place for strategic enrollment planning, you are taking significant risks that your future enrollments will not meet your institution’s mission and vision. Because of its enormous impact, strategic enrollment planning should be one of your top priorities at all times.” Jim Mager, Noel Levitz
Our Approach to SEM Planning

In the Fall of 2007, a proposal to initiate SEM at CCC was approved.

Methodology:
- Phase I – Awareness (Winter 2008)
- Phase II – Engagement (Spring 2008)
- Phase III – Communication of SEM Proposal & Prioritization of Proposed Tasks (Fall 2008)
- Phase IV – Implementation (Begin Winter 2009)
Intended Outcomes of Phases I-IV

1. A 3-5 year SEM proposal based on AACRAO Final Report

2. A standing SEM Committee charged with implementation of the proposal and on-going SEM work for the college.
Phase I - Awareness

Develop a shared awareness of strategic enrollment management (SEM) and the importance of this to CCC …

■ **Activities**
  - Contracted with AACRAO for SEM consulting services
  - AACRAO Consultants met with Expanded Presidents Council and College Council for SEM 101
  - Held six full day on site visits with SEM consultants for interviews with a variety of college staff across the college
  - Organized a 30 member SEM Taskforce represented by many areas of the college
Phase I - Awareness

- **Outcomes**
  - Developed a shared awareness of our strategic enrollment management (SEM) strengths and perceived weaknesses.
  - Learned about SEM basic principles
  - AACRAO Consultants final report of SEM findings and recommendations.
  - SEM Taskforce charged with moving forward with the 21 recommendations reflected in the AACRAO final report.
What We Learned About: The Enrollment Hierarchy of Needs

We haven’t always been clear about what our goals are or if we are meeting them.

We have a clear mission and are becoming better at setting our strategic priorities and goals.

Data and Infrastructure are areas that are in need of critical review at CCC

We have been very proficient at creating “just in time” strategies or tactics that have been difficult to sustain over a period of time.

Starting point for long term success

Typical starting point

Meeting Goals

Tactics

Strategies

Data

Enrollment Infrastructure
  Structure, Staffing, Skills, Systems, and Service Levels

Clear Mission and Goals

We have a clear mission and are becoming better at setting our strategic priorities and goals.
What We Learned About: The Student Success Continuum

The SEM Perspective

Recruitment/Marketing → Orientation → Classroom Experience → Co-curricular Support → Admission → Financial Support → Academic Support → Retention → Orientation...

We All Contribute to the Student Success & College Career

Attain Degree/Goal
Phase II - Engagement

Engage a SEM planning committee process by utilizing a cross-section of CCC strategic thinkers and players …

Activities

- Organized the SEM Recommendations Implementation Taskforce and assigned members to “Cluster Teams” with responsibility for the 21 Recommendations.
- Contracted with Willis & Green for effective group facilitation
- Met six times as a full taskforce for dialogue and to develop an implementation proposal for the 21 Recommendations.
- Cluster teams gathered data, shared best practices and developed implementation next steps.
- Identified how the AACRAO 21 Recommendations connect to CCC strategic priorities and established intended outcomes
Phase II - Engagement

Outcomes

- Deconstruction and reconstruction of all 21 recommendations
- Participation of all 30 members of the SEM Taskforce
- SEM Website: www2.clackamas.edu/sem/
- SEM recommendations that connect to CCC strategic priorities
- Articulated outcomes for each of the 21 recommendations
- SEM Taskforce Draft Implementation Plan
Some Examples of Our Phase II Taskforce Work

- "The CCC Student" by Judy Redder
- Knowledge Network (Research Cluster)
- Working Template (Full Taskforce)
- Marketing Strategy Rationale (Research Cluster)
Phase III – Communication & Prioritization

*Report out to the college community with a SEM plan draft. Solicit feedback and input…*

- **Next Step Activities**
  - SEM Taskforce to provide a *draft 3-5 year plan* for implementation of the 21 recommendations to the CCC community
  - Have conversations, receive feedback and make adjustments to the plan as needed
  - College community *approve and adopt* the final SEM Taskforce draft
  - SEM Taskforce and CCC Administration *present to the Board of Education*
SEM Taskforce Proposed Plan for Implementation

Five examples from the AACRAO 21 Recommendations…

#15, #13, #5, #2 and #1
AACRAO Recommendation #15

- It is recommended that Clackamas review current placement testing policies and consider implementing a mandatory placement testing policy.
#15 Taskforce Proposal

**Access Cluster**

- Review our current placement testing policies and research best practices
- Analyze student test data and course taking behavior. Evaluate cut scores placement tests.
- Define impact on resources of mandatory placement testing

**Intended Outcome:** Placement Testing policies based on best practices and informed by CCC data.
AACRAO Recommendation #13

It is recommended that Clackamas expand its existing cohort/learning community opportunities to more students, linking 2 or 3 classes with a group of 10-20 students and a team of instructors, built around a theme.
#13 Taskforce Proposal

**Teaching & Learning Cluster**

- Increase our understanding of cohorts and how they could be expanded
- Assess the effectiveness of our current cohorts
- Research best practices
- Create natural cohorts to use as pilots

**Intended Outcome:** Cohort/Learning communities in place and reflected in the Schedule of Classes.
AACRAO Recommendation #5

- It is recommended that Clackamas review current manual processes and in-person student services with the goal of reducing workload and redirect staff time toward implementing functional enhancements in Datatel.
#5 Taskforce Proposal

Process Improvement Cluster

- Implement findings and recommendations of recent Datatel audits and trainings
  
  **Intended outcome:** Increase Datatel functionality and user proficiency

- Implement scheduling applications (R25 etc.)
  
  **Intended outcome:** Greater ability to determine best scenarios for course scheduling and analyze capacity.
It is recommended that Clackamas establish an institutional research department with a minimum of two staff persons. A director position will provide oversight, coordinate creation of campus-wide data definitions and reporting standards, prioritize data requests, and conduct data analysis to inform top level campus decision making. A second support position will develop reports from Datatel and provide campus wide assistance and training in generating reports from Datatel.
#2 Taskforce Proposal

*Research Cluster*

- Recommend implementation of a “Knowledge Network” model at CCC to meet the needs of data requests, data analysis, research and reporting

**Intended outcome:** Data informed decision makers that can assess institutional effectiveness and strategic priorities
It is recommended that Clackamas initiate a campus-wide process of developing comprehensive enrollment goals for the next 10 years.
#1 Taskforce Proposal

*Enrollment Cluster*

- Develop a comprehensive SEM Committee and Planning process.

**Intended outcome:** Standing SEM Committee charged with:

1. Completing the 3-5 implementation plan as presented by the SEM Taskforce
2. Setting 10 year CCC strategic enrollment management goals
Next Steps

Conversation, input, finalize implementation plan ...
Phase III – Communication & Prioritization

Report out to the college community with a SEM plan draft. Solicit feedback and input...

**Next Step Activities**

- SEM Taskforce provide a draft 3-5 year plan for implementation of the 21 recommendations to the CCC community
- Have conversations, receive feedback and make adjustments to the plan as needed
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Plan for Gathering Input

- Report out and present to Executive Team and Deans 9/9
- Report out and present to Expanded Presidents Council (1st Reading) 9/16
- Report out and present at VP meeting 9/22
- In-Service Round Table 9/26
- Report out and present at College Council (1st Reading) 10/17
- Report out and present at College Council (2nd Reading) 10/31
- Report back with final draft to Expanded Presidents Council 12/2
- Report and present at Board of Education meeting 12/10
How to Provide Input

- 3 x 5 cards provided at Expanded Presidents Council, College Council and VP meetings
- SEM Blog [http://www2.clackamas.edu/sem/](http://www2.clackamas.edu/sem/)
- E-mail directly to SEM@clackamas.edu
- Through your Director, Department Chair, Supervisor or Dean
Recognition – SEM Taskforce

- **RESEARCH**
  Timekeeper: Sharon Parker    Recorder: Nick Hamel
  Blog Oversight: Shelly Parini    Facilitator: Judy Redder
  Additional Members: Terry Mackey
  Recommendations: #2 and #12

- **ENROLLMENT**
  Timekeeper: Janet Paulson    Recorder: Molly Williams
  Blog Oversight: Mike Caudle    Facilitator: Mike Caudle
  Additional Members: Joe Austin, Jackie Flowers, Donna Ford, Fayne Griffiths, Sheyl Sinclair, Student
  Recommendations: #1, #10, #14 and #10

- **TEACHING AND LEARNING**
  Timekeeper: Jim Stekelberg    Recorder: Becky Ogden/Kate Constable
  Blog Oversight: Doug Cross    Facilitator: Renee Harber
  Additional Members: Margaret Mallat, Kathy Christiansen, Paul Creighton
  Recommendations: #6, #11 and #13

- **ACCESS**
  Timekeeper: Aulani Wehage    Recorder: Michael Vu/Mindy Brown
  Blog Oversight: Darcie Iven    Facilitator: Jessica Walters
  Additional Members: Stefan Baratto, Armondo Borboa, Tara Davisson, Len Eaton, David Mount
  Recommendations: #15, #16, #17, #20

- **PROCESS IMPROVEMENT**
  Timekeeper: Dena Gillenwater    Recorder: Tara Sprehe
  Blog Oversight: Kim Carey    Facilitator: Pam Clem
  Additional Members: Ariane Amstutz, Stephen Browers, Kim Hyatt, Cheryl Willemse
  Recommendations: #3, #5, #7, #8 and #9