

Kansas City Kansas
Community College™

STRATEGIC ENROLLMENT MANAGEMENT (SEM) PLAN

Academic Years 2020-2023

Excellence Matters

INTRODUCTION

Kansas City Kansas Community College (KCKCC) is committed to providing access to quality education to the community we serve. The college supports the success of each student and seeks to provide a premier student-focused environment. In 2018, Kansas City Kansas Community College adopted a new mission and vision. In addition, the college launched its 2020-2023 College Strategic Plan with four priorities aimed at ensuring students would be supported in their learning and feel inspired to excel in an inclusive and diverse learning environment.

ORGANIZATIONAL STRUCTURE

College Mission

Inspire individuals & enrich our community one student at a time.

College Vision

Be a national leader in academic excellence & partner of choice in the communities we serve.

2020-2023 College Strategic Plan Priorities

Student Success

Provide services and resources that empower students to attain their goals.

Quality Programs & Services

Provide excellence in education by offering relevant and innovative educational programs and services that meet the needs of our students and community.

Employee Engagement

Foster an institutional culture that promotes diversity and inclusion, a commitment to KCKCC, and employee success.

Community Engagement

Advance KCKCC to its next level of excellence and elevate the college's presence in the community.

SEM BACKGROUND

The college recognizes the new norm in the higher education environment and the availability of resources needed to accomplish its mission and vision. Community colleges can no longer rely on enrollment by chance to reach its long-term enrollment, retention, and persistence goals. Kansas City Kansas Community College recognizes the changing demographics, preparation, employment market, overall economic conditions, and needs of an increasingly diverse student population that are both traditional and non-traditional. For these reasons, KCKCC established the Strategic Enrollment Management Planning Council to develop the Strategic Enrollment Management (SEM) Plan. The SEM Plan is intentional and uses a data-informed approach for meeting the college's enrollment and retention goals.

STRATEGIC ENROLLMENT MANAGEMENT PLAN FRAMEWORK

Purpose of Strategic Enrollment Management Planning

The purpose for Strategic Enrollment Management planning at KCKCC is to align recruitment, admissions, financial aid, class scheduling, instruction, and student support services. Strategic planning is essential for enrollment growth and fiscal viability.

Guiding Principles

The following principles guide the SEM Plan:

- ▶ Focus on students and community.
- ▶ SEM Plan is aligned with the college's Strategic Plan and Academic Master Plan (AMP).
- ▶ SEM Plan uses relevant data to inform and assess decision making, goal setting, and planning.
- ▶ SEM Plan is a shared responsibility and an institution-wide priority.
- ▶ SEM Plan is dynamic and on-going.
- ▶ Equity, diversity, & inclusion is infused throughout the plan.

Key Enrollment Phases in Student Lifecycle

The overarching goal of enrollment management is to develop and support a sustainable integrated system that maximizes student access and success, creates fiscal stability and allows the college to anticipate scheduling needs. The SEM Plan and its goals fall into four separate yet interconnected dimensions based on key phases in the student lifecycle at KCKCC. The SEM Plan calls for policies, procedures, and resources to focus on improving student success. The SEM Plan will guide the college as it strives to provide the best possible opportunities to current students, prospective students, and the community.

The SEM Plan is linked to the Kansas City Kansas Community College Strategic Plan and aligned with the Academic Master Plan. The SEM Plan supports the mission and vision of the institution by strategically analyzing present realities, past trends, and future ambitions around enrollment, persistence, and retention. The SEM Plan provides strategies for efficiency, quality, access, inclusiveness, and completion for students from connection with, entry into, progress through, and ultimately completion of a course of study at the college. The SEM Plan is dynamic and ever-changing, therefore, the items contained in this SEM Plan shall be analyzed throughout the next few years for continuous responsiveness to occur.

Interconnected Dimensions

Recruitment/Marketing (Community Engagement)

This phase begins from the first point of contact to the acceptance at KCKCC.

The goal in this phase is to encourage prospective students to apply and complete the intake process in a timely manner so that they can begin to develop a plan for college and their careers.

Onboarding/Entry/Enrollment (Quality Programs & Services)(Student Success)

This phase starts from the point of acceptance to the completion of the first earned 15 credit.

The goal in this phase is to help students choose and enter a program of study that matches their interests as quickly as possible. Students will receive support from initial enrollment into the college through the point of passing college-level courses, such as math and English.

Progress: Persistence/Retention (Quality Programs & Services) (Student Success)

Starts from the completion of 15 credit hours until 45 credit hours are earned.

During this phase, the goal is to help students get to the point where completion is in sight by ensuring that programs are focused and streamlined, with options for more flexibility that are available for students.

Completion/Goal Attainment (Student Success)

Program degree/certificate completion or goal completion. Personal goal achieved or 46 credit hours and beyond.

The goal of this phase is to support students through completion of their final coursework for their chosen programs of study and to assist them as they transition to a transfer institution or the world of work.

Student Success

For the purpose of the SEM Plan, student success is defined as a sequential series of goal attainment, starting with course completion, followed by persistence, retention, and culminating in the completion of a certificate and/or associates degree. The objective is to increase the rates of student completion and/or educational goal attainment in programs of study through a specific, ambitious, and data-informed Strategic Enrollment Management Plan.

Goals and Objectives

Goal 1: The Strategic Enrollment Management (SEM) Plan will support the Academic Master Plan (AMP) and the College Strategic Plan

Objective 1.1: Ensure SEM Goals and Objectives support, align, and integrate with the college Strategic Plan and the Academic Master Plan (AMP).

KCKCC Strategic Priorities: Student Success; Quality Programs & Services

Target: Complete alignment of plans by July 2021

Leads: Dean of Enrollment Management; Dean of Student Services

Goal 2: Outreach, Recruitment and Marketing Efforts Support College Enrollment and Full Time Student Equivalent (FTSE) Goals

Objective 2.1: Create and implement a comprehensive integrated marketing and communication plan to promote recruitment events, application submissions and completion, and enrollment.

Objective 2.2: Identify cohort groups of potential students.

KCKCC Strategic Priorities: Student Success; Quality Programs & Services

Target: Implement strategies by June 2021

Lead: Dean of Enrollment Management; Director of Admissions

Accountability: Strategic Initiatives & Outreach; Recruiters; Coordinator of High School Programs; International Student Services Coordinator; Career Services Coordinator; Admissions staff; Institutional Effectiveness

Goal 3: Increase Total Enrollment

Objective 3.1: Increase the rate of admitted applicants to enrolled students.

Objective 3.2: Increase enrollment for students who have less than 15 credit hours earned.

Objective 3.3: Increase Dual and Concurrent Enrollment.

Objective 3.4: Enhance services offered at the Career Center.

KCKCC Strategic Priorities: Student Success; Quality Programs & Services

Target: Implement strategies by Summer 2021

Metrics	Baseline (fall 2020)	Year 3 Target (fall 2023)
Headcount	5,148	5,998
FTSE	3,003	3,540
Credit Hours	45,047	53,097

Lead: Dean of Enrollment Management; Director of Admissions

Accountability: Director of Student Success Center; Director Financial Aid; Registrars; Coordinator of High School Programs; Career Services Coordinator; Admissions

Goal 4: Increase Student Persistence

Persistence Rate is defined as the percent of students' continued enrollment in consecutive fall and spring terms (e.g., A student enrolls in fall 2020 and persists to spring 2021; A student is present on day 1 of term 1 and persists to the last day of term 1).

Objective 4.1: Increase the persistence rate of students in consecutive fall and spring terms (first semester to second semester).

Objective 4.2: Increase student contact with Student Success Advisors.

Objective 4.3: Increase percentage of contact with underrepresented students, at-risk students, and nontraditional students.

Objective 4.4: Increase percentage of students engaged through co-curricular and extra-curricular activities.

KCKCC Strategic Priorities: Student Success; Quality Programs & Services

Target: Implement strategies by August 2021

Metrics	Baseline (fall 2020)	Year 3 Target (fall 2023)
Fall to spring Persistence	78%	80%

Lead: Dean of Enrollment Management; Dean of Student Services; Director of Admissions

Accountability: Director of Student Success Center; Director Financial Aid; Registrars; Coordinator of Student Activities; Business Office; Admissions

Goal 5: Increase Retention/Goal Completion Rates

Retention Rate is defined as the percent of students enrolling in consecutive fall terms (e.g., fall 2020 and fall 2021).

Objective 5.1: Increase in yearly degree and certificate completion rates.

Objective 5.2: Increase the percentage of underrepresented students, at-risk students, and nontraditional students who complete their goals.

KCKCC Strategic Priorities: Student Success; Quality Programs & Services

Target: Implement strategies by August 2021

Metrics	Baseline (fall 2020)	Year 3 Target (fall 2023)
Fall to fall Retention	56%	60%
Graduation Rate (150%)	32%	35%
Transfer Out Rate	16%	18%

Lead: Dean of Enrollment Management; Dean of Student Services; Dean of Math & Science

Accountability: Director of Admissions; Director of Student Success Center; Director Financial Aid; Registrars; Coordinator of Student Activities; Business Office; Admissions; Faculty Coordinators