SEM

DEVELOP THE STRATEGIC ENROLLMENT MANAGEMENT PLAN

PROJECT CHARTER

SEPTEMBER 2021

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Version History

Provide information on how the development and distribution of the Project Charter has changed. Use the table below to provide the version number, the author, the date, and a brief reason for the update.

Version #	Author	Revision Date	Reason
1	Julie Gerstner	9-27-21	Initial DRAFT
2	Committee	10-18-21	Final Draft
3	Co-Leads	11-15-21	Final

Institutional Need

- WHY does LCCC need to do this project?
- Ability to forecast what we need to sustain LCCC
- We need to increase numbers of students enrolling to maintain the college's resource stability
- Our community needs students to provide the talent and skills in our workforce to drive economic growth and societal prosperity.
- Revenue generation abilities
- Establish a framework for intentional, strategic, and efficient planning of and forecasting for recruitment, retention, and marketing

From the Strategic Plan:

> Student participation, and ultimately success, will be an essential determinant of the success of LCCC, and more importantly, of our communities and state in the future. Pragmatically, the College's resource stability will be reliant on increasing numbers of students enrolling. Strategically, these students are the necessary pipeline of talent needed within our workforce to drive economic growth and societal prosperity.

> **Enrollment Growth**
> Stated in numerous places within this analysis, LCCC's future, and the future of the communities it serves, will be increasingly dependent on the College's ability to enroll substantially higher numbers of students. LCCC will need to intentionally focus on increasing not only the number of students who matriculate to the College, but also the number of students who persist and complete a credential.

> Strategic marketing, recruitment, and retention efforts for specific populations such as part-time students, adult and working students, first-generation students, and Veterans will be essential to enrollment growth. There will also be an increasing need to recruit non-resident students, engage them towards a postsecondary credential, and find ways to encourage them to stay, work, and live in Wyoming. Equally important is creating a culture of building and sustaining relationships and partnerships with key stakeholders including students, community supporters, and industry leaders.

Project Description

The Strategic Enrollment Management Plan (SEM) project is foundational to goal 2 of LCCC's 2030 Strategic Plan. This project will provide the college with a plan to set enrollment and retention goals for the duration of the strategic plan. The project will identify key enrollment indicators that will focus on areas we want to improve and grow, and it will provide a foundation for ensuring strategies and tactics are purposeful and directly related to the outlined enrollment and retention goals for the college.

Scope Statement

In scope

- Institutional Strategic Plan:
    - Support Strategic Plan Goal 2
- Key Enrollment/Performance Indicators:
    - Identify and rank the Key Enrollment Indicators
- Data Collection and Analysis:
    - Top key enrollment indicators
    - Additional data such as SENSE, CCSSE, etc.
    - Ongoing standardized reporting
- Strategic Enrollment Goals:
    - Recruitment and retention which will drive marketing goals
- Enrollment infrastructure:
    - Staffing, systems, technology, procedures, processes, resources, and decision-making capacity
- Strategies:
    - Provide a foundation from which strategies can be developed
    - Ensure strategics are in line with the established SEM goals
- Initiative/Tactics:
    - Provide a foundation from which tactics can be developed
    - Ensure tactics are in line with the established SEM goals

Not in scope
- Planning and implementing specific initiatives (projects) to accomplish Strategic Plan Goal #2
    - May approve specific initiatives but not responsible for implementing the initiatives
- Minutiae of day-to-day operations of the College
- Single instances that are the exception and not the norm (one-offs)
- The SEM plan is not intended to address non-credit programs and students (e.g. OWD, ACES, etc.)

Requirements / Deliverables

What tangible things will this project produce?
What is required in this SEM Plan Project?

This project will deliver:
- Strategic Enrollment Management Plan
  - Agreed upon KEI's
  - Goals/metrics for recruitment, retention, and marketing
- GAP Analysis of standardized reporting for and evaluation of KEI's including, but not limited to, utilization of existing data and reports for creation of new reports and/or dashboards
- Create a framework for governance of SEM
- Create a framework for assessment of SEM

Objectives

The LCCC Strategic Enrollment Management (SEM) Plan will be completed by May 2022 and include goals, strategies, and tactics for Recruitment, Retention, and Marketing.

Assumptions

- Approved Strategic Plan through 2030
- The data needed to make decisions for targets exists and is available
- SEM key enrollment indicators will be impactful institution wide
- The "final" SEM plan will be reviewed, revised and updated regularly throughout the strategic plan 2030.
- All employees have an investment in student success.

Constraints

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- Limited institutional resources – people, time, money, training
- Competing institutional priorities
- Initiative fatigue
- Unknown future factors related to COVID, etc.
- State-level funding
- Population of potential college-age students
- Community/student demand

Risks

Provide a list of high-level risks that apply to this project. A risk is defined as an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, or quality.
- Competitive employment opportunities that do not require a degree.
- Lack of awareness and understanding about SEM (What? Why? How? Value? Benefit?) across campus for successful implementation.
- Change management
- Reliance on external resources
- Lack of qualified applicants to fill vacancies

Stakeholder Identification

List the project's stakeholders including stakeholders both internal and external to the institution. Think of those affected both directly and indirectly by the work of the project and who will have input on the work and outcome of the project but may not necessarily be represented on the project team.

Students (prospective and current)
LCCC Employees
President's Cabinet
College Council
Board of Trustees
External constituents – Pathways Advisory Committees and Program Advisory Committees

Education Plan

How does the project team plan to address training for the project deliverables? Identify the individuals who will need to be trained, and how the team plans to train each person or group (e.g. video, lecture, documentation or training manual, classroom presentations, etc.).

Convocation
Inservice training
Departmental trainings
SEM Town Hall
SEM kick-off event
Sub-committee direction

Budget

Provide a budget description (anticipated or requested) that includes the total estimated expenditures. Include high-level line item descriptions, allocations, and any narrative information including funding source.

Item Description	Budget Account	Budget Amount	Notes
Kick-Off Event			
SEM Core Concepts Book	10-410-560101-9120	$455.00	Purchased 10.14.21
SEM Town Hall			

Project Milestones

This section provides an estimated timeline of all high-level project milestones.

Milestones can be defined by specific tasks, deliverables, events or decisions. Most commonly, project milestones are characterized by one or more of the following:

- *Highly significant tasks, events or decisions.*
- *A significant checkpoint or phase in the project lifecycle.*
- *A specified "percent complete".*
- *Completion of one or more deliverables.*
- *Specified usage of resources or the budget.*
- *Any significant circumstance unique to a given project.*

This information may be updated as the project progresses.

Project Milestones	Target Date (mm/dd/yyyy)
Background set-up: name team members, invite to participate; collect and organize data. Align mission and vision to SEM target	**9/17/2021**
SEM kick-off event; communications plan is in place and ready to implement	
SEM teams develop focused recruitment and focused persistence/completion goals	
SEM Steering, Cabinet (and board??) confirm goals	
SEM strategy development brainstorming and sandboxing	
SEM Town Hall: share SEM planning process, high-level data, goals and strategies	
Revise and/or confirm strategies	
SEM tactics and action plans	
Finalize tactics and action plans; approve budgets "in principle"	
Finalize plan	**05/2022**
Share plan with LCCC community and move to implementation	

Project Steering Team Members

Role / Responsibility	Name	Contact information
Project Co-Lead	Melissa Stutz	mstutz@lccc.wy.edu
Project Co-Lead	Stacy Maestas	smaestas@lccc.wy.edu
Project Co-Lead	Lisa Trimble	lisatrimble@lccc.wy.edu
Member	Sarah Hannes	shannes@lccc.wy.edu
Member	Amanda Brown	ambrown@lccc.wy.edu
Member	Dave Curry	DCurry@lccc.wy.edu
Member	Tracy Perko	TPerko@lccc.wy.edu
Member	J O'Brien	jobrien@lccc.wy.edu
Member	Sarah Smith	ssmith@lccc.wy.edu
Member (PMO)	Julie Gerstner	jgerstne@lccc.wy.edu

Project Sub-Committee Team Members
Recruitment

Role / Responsibility	Name	Contact information
Project Co-Lead	Blake Paintner	BPaintner@lccc.wy.edu
Project Co-Lead	Sarah Hannes	Shannes@lccc.wy.edu
Member	Amanda Brown	Abrown@lccc.wy.edu
Member	J. O'Brien	jobrien@lccc.wy.edu
Member	Adam Keizer	Akeizer@lccc.wy.edu
Member	Justin Joiner	Jjoiner@lccc.wy.edu
Member	Diana Newman	Dnewman@lccc.wy.edu
Member	Jamie McKim	Jmckim@lccc.wy.edu
Member	Sam Graham	Sgraham@lccc.wy.edu

Retention

Role / Responsibility	Name	Contact information
Project Co-Lead	Stacy Maestas	Smaestas@lccc.wy.edu
Project Co-Lead	Alex Barker (Caitlin Cox)	Abarker@lccc.wy.edu/ccox@lccc.wy.edu
Member	Tracy Perko	Tperko@lccc.wy.edu
Member	Meghan Kelly	Mkelly@lccc.wy.edu
Member	Trent Morrell	Tmorrell@lccc.wy.edu
Member	Zac Roehrs	Zroehrs@lccc.wy.edu
Member	Sarah Hannes	Shannes@lccc.wy.edu

Marketing

Role / Responsibility	Name	Contact information
Project Co-Lead	Justin Joiner	Jjoiner@lccc.wy.edu
Project Co-Lead	Lisa Trimble	Lisatrimble@lccc.wy.edu
Member	Dave Curry	Dcurry@lccc.wy.edu
Member	J. O'Brien	Jobrien@lccc.wy.edu
Member	Sarah Hannes	Shannes@lccc.wy.edu

Data

Role / Responsibility	Name	Contact information
Project Co-Lead	Sarah Smith	Ssmith@lccc.wy.edu
Project Co-Lead	Stacy Maestas	Smaestas@lccc.wy.edu
Project Co-Lead	Alli McCown	Amccown@lccc.wy.edu
Member	Diana Newman / Melissa Stutz	Dnewman@lccc.wy.edu/mstutz@lccc.wy.edu

Communication Plan

This chart outlines the communication type in order to keep key team members and stakeholders informed on the project and maintain support for the project. Validate frequency of communication type with Executive Co-Sponsors.

Internal Sharepoint
Website
Town Hall
HR Newsletter
Convocation/In-Service

Communication Type	Owner (list person's name)	Frequency	Audience	Delivery Method
Status updates			Executive Co-Sponsors	SharePoint and Email
Meeting minutes			Sub-committee	SharePoint and Email
Quarterly status reports				SharePoint and Email

Evaluation / Assessment Plan

Describe how the project team will evaluate the success of the project. What criteria will be used to measure the success of the project? What specific data will be collected to determine if the project is having the desired impacts?

Annual review of SEM document
- KPI/KEIs to track movement of metrics – part of assessment plan
- Recruitment goals and associated KEIs established
- Retention goals and associated KEIs established
- Marketing goals and associated KEIs established

SEM governance and assessment frameworks established

Project Authorization

This section provides the names and authorization, once signed, for the project to move forward in accordance with the information contained in this charter.

Approved by the Executive Cabinet Member:

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Melissa Stutz, VP Student Services

Date:_____