Find your *path* at LCCC

LCCC's Strategic Enrollment Management (SEM) Plan

Presented to the LCCC Board of Trustees
Wednesday, June 15th, 2023

Strategic Enrollment Management

What is Strategic Enrollment Management (SEM)?

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

A SEM Plan is our blueprint for how we implement this process.
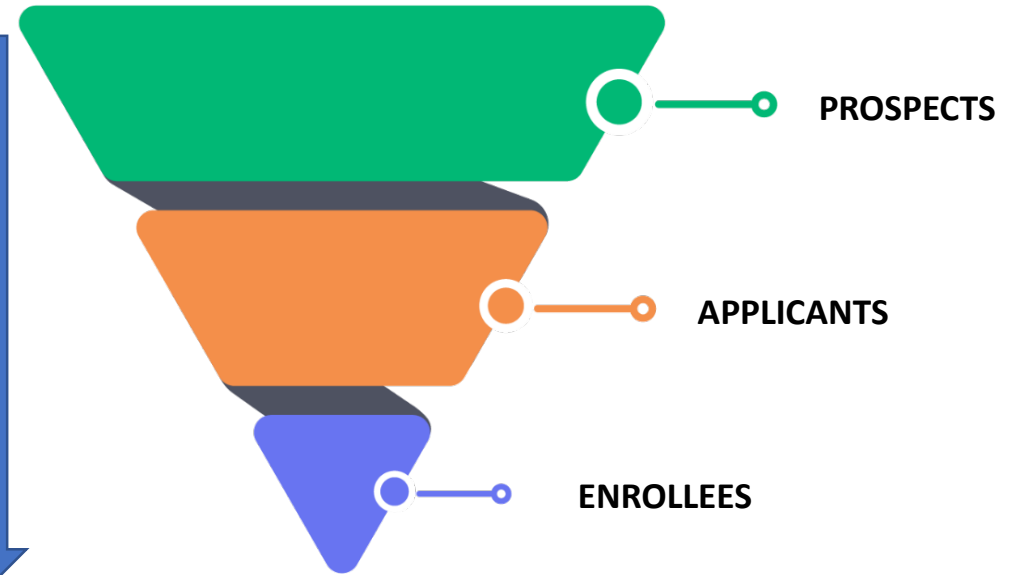
Find your *path* at LCCC

Key Concepts

- **MARKET -** A defined population of individuals, often determined by geographic or demographic criteria, that is comprised of likely suspects for recruitment.

- **SUSPECT -** An individual within a target market that fit characteristics suggesting they have the potential to become a student at LCCC.

- **PROSPECT** - An individual who has acted to engage with LCCC, providing enough information to allow for customized, direct communication to them from the College.

- **APPLICANT** - An individual, often a prospect, that completes and submits an application for admission to LCCC. NOTE: some individuals will start their engagement with LCCC as an applicant.

- **ENROLLEE -** An applicant that has successfully registered for courses at LCCC.

- **CONTINUING STUDENT** - An enrolled student that continues to stay enrolled, persisting from semester to semester until completion of an educational goal.

1) IDENTIFY

2) ENGAGE

3) CONVERT

PROSPECTS

APPLICANTS

ENROLLEES
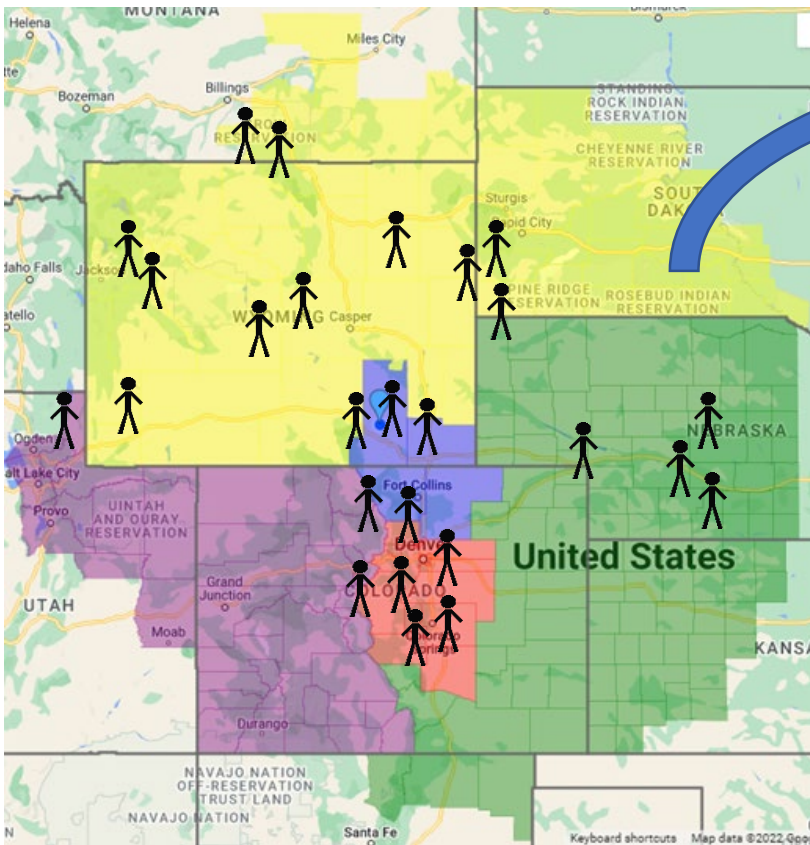
4) RETAIN

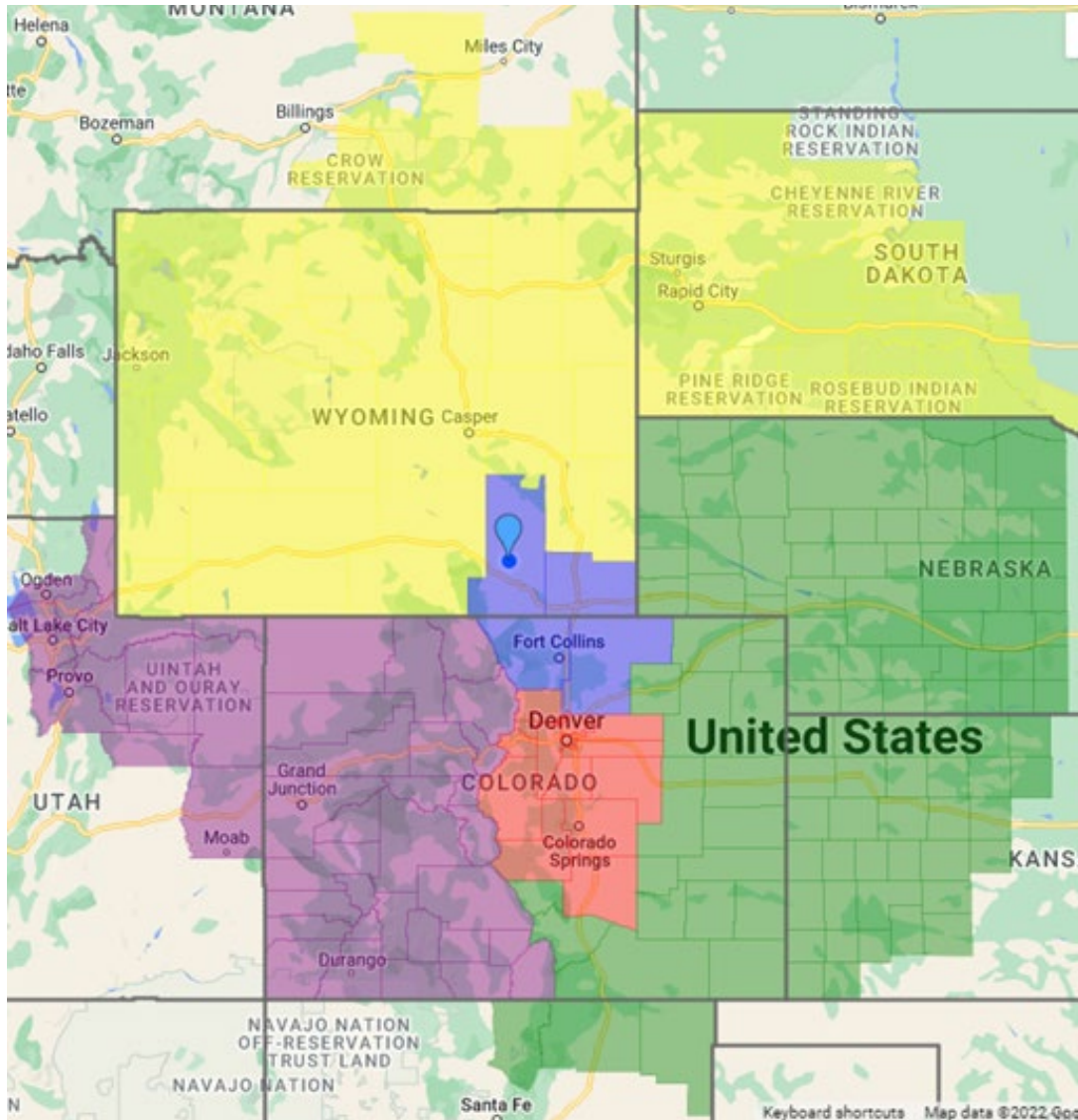| Semester 1 | Semester 2 | Semester 3 | Semester 4 |

Find your *path* at LCCC

Market Area Zones

- **Zone 1:** Service Area / N. Front Range
- **Zone 2:** WY, MT, & SD
- **Zone 3:** Front Range Urban Corridor
- **Zone 4:** Western Slope / SLC
- **Zone 5:** Eastern Plains

Structure of SEM Plan

- Living Document (similar to strategic plan)

CONTENTS

- Introduction

- Context (Environmental Scan; enrollment history; scope of the plan)

- Goals: Long-term, high-level, aspirational, quantifiable

  - Strategies: targeted objectives

    - Tactics: action for implementation

Board's Focus

Management's Focus

Find your *path* at LCCC

Big Enrollment Goal

- **Target enrollment of unduplicated headcount of 6,900 and full-time enrollment (FTE) of 3,650 by 2030.**
    - The development of recruitment, retention and marketing goals will help us achieve our Big Enrollment Goal.

SEM Goals for LCCC

Marketing Goals

1. Increase the number of prospects by 4% year-over-year for four years starting Fall 2024.

2. Increase the number of degree-seeking students persisting from semester to semester. Supporting the overall retention goal increase to 60% by 2027.

3. Increase visits to designated landing pages by 4% year-over-year for four years beginning in Fall 2024 demonstrating increased awareness of LCCC among suspects.

Marketing Sub-Committee: Lisa Trimble & Justin Joiner (co-leads), Sarah Hannes, J. O'Brien, Blake Paintner

Find your *path* at LCCC

Marketing Goals & Strategies

1. Increase the number of prospects by 4% year-over-year for four years starting Fall 2024.

Strategies

    A.   Increase the number of traditional-age (age 18-23) prospects from Colorado

    B.   Increase the number of adult (age 24-35) prospects from Zone 1

    C.   Increase the number of LatinX/Hispanic prospects

Example Tactics

- Develop marketing campaign(s) for target populations, focused on students not currently engaged with LCCC.

- In collaboration with Academic Affairs and other key stakeholders, identify online and flexible program offerings at LCCC to use in marketing campaigns to target populations.

- Develop digital marketing efforts to engage target population through geofencing and website retargeting and display ads produced in Spanish.

Marketing Goals & Strategies

2. Increase the number of degree-seeking students persisting from semester to semester. Supporting the overall retention goal increase to 60% by 2027.

Strategies

- Implement retention marketing campaigns for:
    - Full-time students
    - Part-time students
    - Dual enrolled students

Example Tactics

- Collaborate with Enrollment Services, Pathway Coordinators, faculty and other key stakeholders to provide messaging
- Navigate campaign to the target populations
- To use when communicating with students about retention efforts (e.g., registration)

Marketing Goals & Strategies

3. Increase visits to designated landing pages by 4% year-over-year for four years beginning in Fall 2024 with the intent to create awareness of LCCC among suspects.

Strategies

- Increase awareness of LCCC:
    - Within the LCCC Service Area (Laramie and Albany Counties)
    - Within the non-service areas of Wyoming (outside Laramie and Albany Counties)
    - In the 350-mile radius of LCCC in priority areas designated by Performance & Planning

Example Tactics

- Develop a campaign for school counselors and teachers, that is focused on awareness of LCCC and information sharing
- Create print materials to inform counselors and teachers and potential students
- Utilize digital marketing to communicate with school staff/faculty

SEM Goals for LCCC

Recruitment Goals

1. Increase degree-seeking applicants 10% by Fall 2024; and increase by 5% each year until Fall 2027.

2. Achieve a 49% applied to enrolled yield rate of degree-seeking students by Fall 2024 and increase by 1% each year until Fall 2027.

3. Increase occupancy of the new students residing in the LCCC Residence Halls to 280 by Fall 2023; and increase by 5% each year until 2030.

Recruitment Sub-Committee: Sarah Hannes & Blake Paintner (co-leads), Amanda Brown, Justin Joiner, Jamie McKim, Melissa Nelson, Sam Graham

Find your *path* at LCCC

Recruitment Goals & Strategies

1. Increase degree-seeking applicants 10% by Fall 2024; and increase by 5% each year until Fall 2027.

Strategies

- Increase applications:
  - Traditional aged students (18-23)
  - Adult aged students (24-35)

Example Tactics

- Evaluate enrollment steps and improve the online admissions application and LCCC webpages to increase transparency and ease of access in the application process

- Develop targeted recruitment campaigns

- Design a structure to continually assess needs/barriers/challenges and develop and implement potential corrections

Find your *path* at LCCC

Recruitment Goals & Strategies

2. Achieve a 49% applied to enrolled yield rate of degree-seeking students by Fall 2024 and increase by 1% each year until Fall 2027.

Strategies

- Increase yield rate of:
    - First-generation students
    - LatinX/Hispanic students
    - Adult students (24-59)

Example Tactics

- Increase high touch, personalized student service to provide onboarding and enrollment support

- Develop materials that are inclusive of and/or specific to Hispanic students and their families

- Analyze scheduling needs and preferences and implement student-centered improvements, with specific consideration to part-time and/or online students with needs for a flexible schedule and a clearly delineated path to completion

Recruitment Goals & Strategies

3. Increase occupancy of new students residing in the LCCC Residence Halls to 280 by Fall 2023; and increase by 5% each year until 2030.

Strategies

- Target market campaigns

- Update Residence Hall website

- Review price structures

Example Tactics

- Campaign specific to parents in LCCC service area

- Virtual tours of the Residence Halls

- Offer a 25% room rate discount to residence of LCCC service area (Laramie and Albany Counties) living in the Residence Hall

SEM Goals for LCCC

Retention Goals

1. Increase fall-to-fall retention of first-time to LCCC student cohort to 60% by 2027.

2. Increase course success rates of students in critical skills courses within their Pathway by 5% for each course by 2027.

3. Increase occupancy of returning students living in the Residence Hall to 142 by Fall 2023; and target 34%-38% of the overall residential population as returning residents every year.

Retention Sub-Committee: Alex Barker & Stacy Maestas (co-leads),Sarah Hannes, Meghan Kelly, Trent Morrell, Tracy Perko, and Zac Roehrs

Find your *path* at LCCC

Retention Goals & Strategies

1. Increase fall-to-fall retention of first-time to LCCC student cohort to 60% by 2027.

Strategies

- Increase retention of:
  - LatinX/Hispanic students
  - Low-income students
  - First-generation students
  - Part-time students

Example Tactics

- Develop targeted support network for students
- Develop and market/promote (internally and externally) financial support resources
- Explore childcare opportunities and support for students with this need

Retention Goals & Strategies

2. Increase course success rates of students in critical skills courses* within their Pathway by 5% for each course by 2027.

Strategies

- Identify critical skills courses by Pathway

- Identify reasons why students are or are not successful in identified critical skills courses

- Implement holistic support for identified critical skills courses

- Design outreach to students who are not successful in these courses to connect them with added support or help them evaluate pathways. Identify opportunities for faculty to re-examine pedagogy in identified critical skills courses

Example Tactics

- Establish an embedded tutoring program.

- Collaborate with CET to offer opportunities and support

- Evaluate, implement, and track drop and withdrawal processes that incorporate deliberate outreach and connection to resources before processing

Retention Goals & Strategies

3. Increase occupancy of returning students residing in the LCCC Residence Halls to 142 by Fall 2023; and target 34%-38% overall returning residents.

Strategies

- Review pricing structures

- Promote and increase awareness for continuing to live on campus

- Create and strengthen programming and resources that support students living on campus

Example Tactics

- Offer returning students a 15% discount for signing a 2023-2024 lease before the end of the spring 2023 semester

- Host Housing Renewal Fairs/events to promote continued housing opportunities for current residents

- Expand targeted engagement opportunities to benefit residential students e.g.: Explore first year experience or living and learning communities

Next Steps & Timeline

- Formal Establishment of the LCCC SEM Committee

- Development of Operational Plans

- Implementation of Tactics

- Development of an Annual Progress Monitoring Process

Find your *path* at LCCC

Questions?

Find your *path* at LCCC