STRATEGIC ENROLLMENT MANAGEMENT (SEM) PLAN

2020-2024

ALEXANDRIA
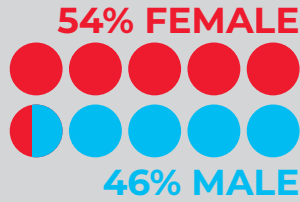Technical &
Community **COLLEGE**

A member of Minnesota State

FAST FACTS:

STUDENTS

54% FEMALE

46% MALE

20
MEDIAN AGE

Data as of Fall 2020

RACE/ETHNICITY

- LATINX (3%)
- AMERICAN INDIAN OR ALASKAN NATIVE (1%)
- BLACK OR AFRICAN AMERICAN (2%)
- ASIAN (1%)
- WHITE (93%)
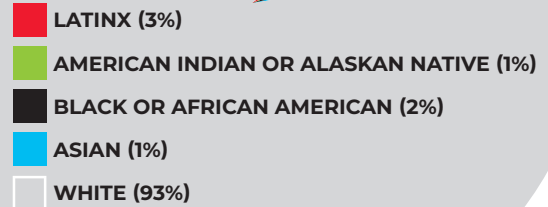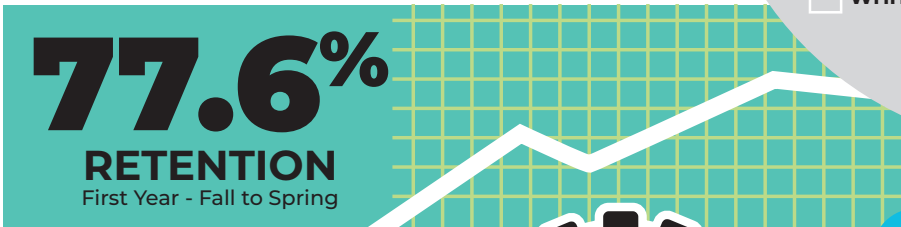
77.6%
RETENTION
First Year - Fall to Spring
2020-2021

PROGRAMS
Program data as of November 2021

31 TECHNICAL

45 PROGRAMS

20 ONLINE

14 transfer

98% PLACEMENT RATE
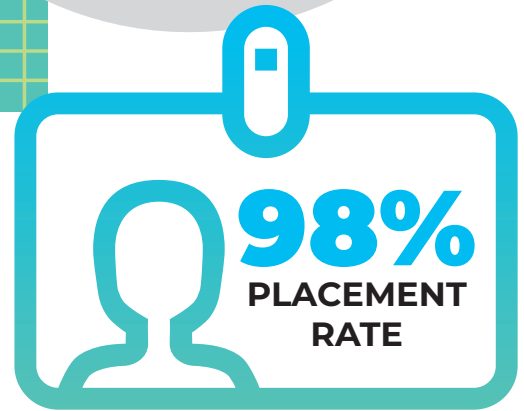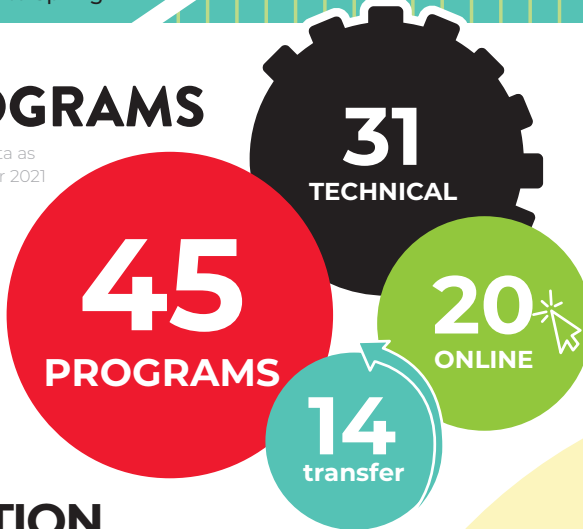
DESTINATION PROGRAMS

STUDENTS FROM 50+ MILE RADIUS

DIESEL MECHANICS

INTERIOR DESIGN

LAW ENFORCEMENT

FASHION MANAGEMENT

PROSPECTS

INQUIRIES

APPLICANTS

~60%

ADMITS

ENROLLED ~80%
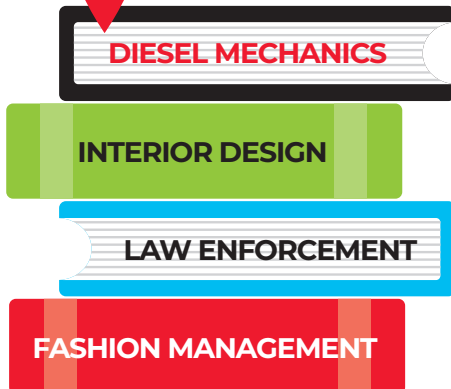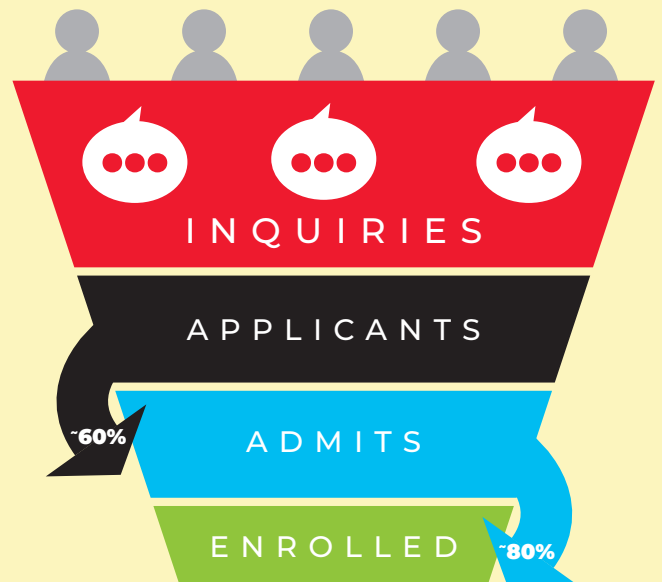
OVERVIEW & DEFINITION

WHAT IS SEM?

The ATCC SEM Taskforce defines Strategic Enrollment Management as an **institution-wide approach to supporting our students, college, and community by integrating every aspect of our college functions and culture to achieve and maintain optimal recruitment, retention, and graduation rates.**

Strategic Enrollment Management (SEM) is a campus-wide responsibility, requiring consistent leadership and focus on quality. "As a planning process, SEM focuses on the outward- and forward-looking activities that guide the institution's pursuit of its preferred future in a constantly changing and competitive environment."

(Wilkinson, 2007)

ANNUAL METRICS

	Unduplicated Headcount	FYE	Applicants to Admits	Admits to Enrolled	Fall-Spring Retention	Fall-Fall Retention
2019-2020	3,681	1,729	60.5%	79.0%	80.77% (system avg 84.7%)	59.61% (system avg 69.3%)
2020-2021*	3,527	1,690	60.7%	75.3%	77.60% (system avg 80.6%)	55.57% (system avg 70.3%)
2021-2022	3,654	1,696	63.2%	75.6%	83.44%**	59.48%**
2022-2023	3,858	1,812	60.9%	68.4%	85.73%**	63.99%**
2024 TARGETS	**4,000**	**2,000**	**+5% overall**	**+2% overall**	**+2% overall**	**+2% overall**
CHANGE	**+177**	**+83**	**+0.4%**	**-10.6%**	**+4.96%****	**+4.38%****

*2020-2021 data is anomalous due to COVID-19
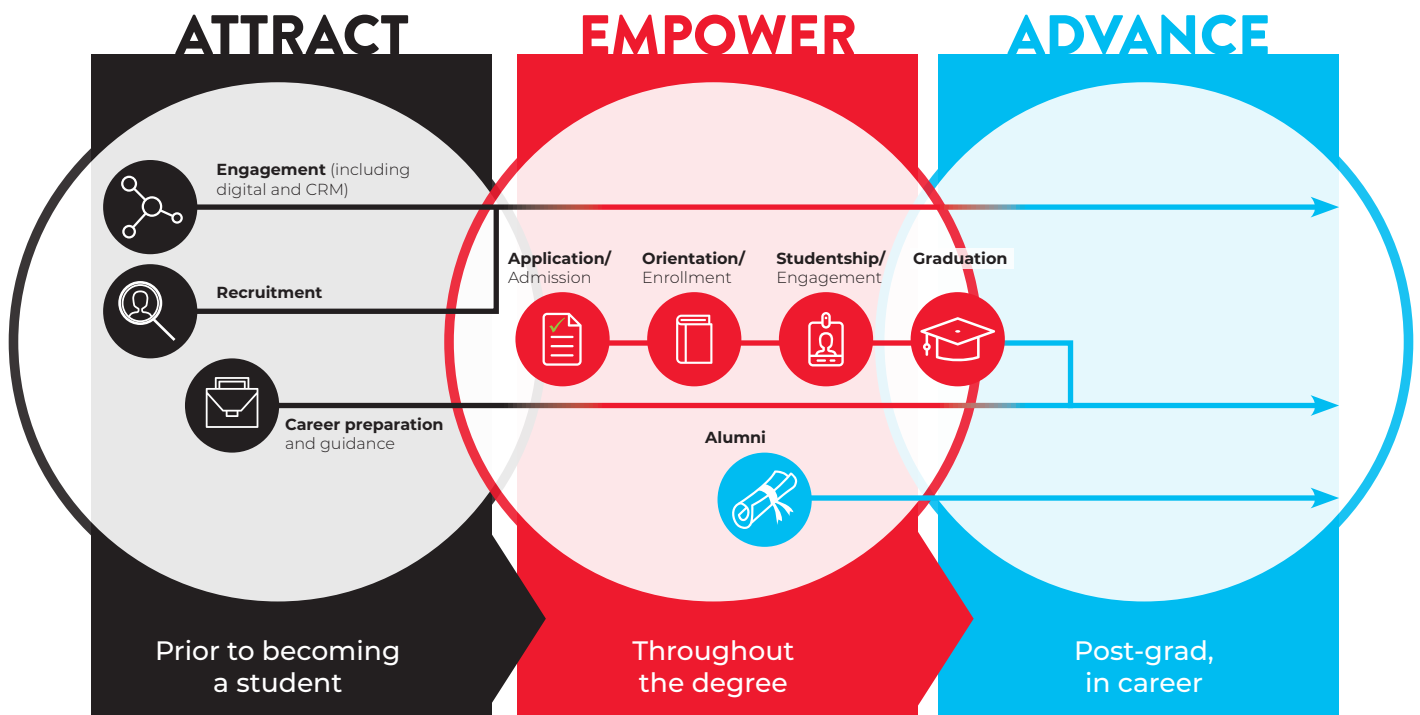**Local data. Final data from Minnesota State may vary.

2024 TARGETS:

- » 4,000 unduplicated student head count
- » 2,000 FYE
- » Applicants to admits + 5%
- » Retention rates + 2% fall-spring and fall-fall
- » Admits to enrolled + 2%

STUDENT LIFECYCLE

A central tenet of the college's student-centered approach is to align academic and personal support at all stages of the student lifecycle. This means that all areas of the college are responsible for the quality of the student experience and the value of the brand.

We are committed to attracting, empowering, and advancing the lives of our students and graduates.

ATTRACT   EMPOWER   ADVANCE

Engagement (including digital and CRM)

Recruitment

Application/ Admission

Orientation/ Enrollment

Studentship/ Engagement

Graduation

Career preparation and guidance

Alumni

Prior to becoming a student

Throughout the degree

Post-grad, in career

Graphic adapted from University of Wisconsin - Superior

SEM TASKFORCE & TIMELINE

PHASE I TIMELINE:

March 2020
Initiated; Taskforce Identified

April 2020
Taskforce Convened
Previous Strategic Enrollment Plans Reviewed
Brainstorming on Plan Development

May 2020
Leadership Council Strategic & Operational Goals Incorporated into SEM Planning

June 2020
Community & Employee SEM Presentations/Feedback
SEM Taskforce Participates in System SEM Conference

July 2020
Phase I (Recruitment) Planning Complete

December 2020
Phase II (Retention) Planning Complete

The Planning Taskforce was created in Spring 2020 and consisted of faculty, staff, and administration from across the college. At the conclusion of Phase I, the taskforce recommended the creation of a Steering Committee to refine plan goals, strategies and indicators. At the conclusion of Phase II, the Steering Committee recommended the creation of an Implementation Taskforce to enact the plan.

IMPLEMENTATION TASKFORCE:

- » Scott Berger, Administration
- » Jeff Wild, Administration
- » Sean Johns, Dean
- » Steve Richards, Dean
- » Cindy Hager, Faculty
- » Lynn Arnquist, Staff
- » Char Disrud, Staff
- » Jon Erickson, Staff
- » Cindy Haarstad, Staff/Student Senate Liaison
- » Adam Hammer, Staff
- » Eric Karlstad, Staff
- » Heather Rondeau, Staff
- » Patrick Running, Staff

COMPLETED COMMITTEES:

PLANNING TASKFORCE:
- » Kris Goracke, Faculty
- » Karen Meuwissen, Faculty
- » Lynn Arnquist, Staff
- » Heather Rondeau, Staff
- » Joan Johnson, Staff
- » Stephanie LaCourse, Student
- » Jeff Wild, Administration

STEERING COMMITTEE:

RECRUITMENT
- » Jeff Wild, Administration
- » Scott Stumpf, Faculty
- » Lynn Arnquist, Staff
- » Char Disrud, Staff
- » Neda Khi, Staff
- » Lauren Herrmann, Student
- » James Feist, Community

RETENTION
- » Gregg Raisanen, Administration
- » Cindy Hager, Faculty
- » Heather Rondeau, Staff
- » Eric Karlstad, Staff
- » Tyler Dreher, Staff
- » Jes Baggett, Student
- » Darcy Josephson, Community

PRIORITIES & PRINCIPLES

As a member of Minnesota State, everything we do is focused on three critical priorities as outlined in the College 2020-2024 Strategic Framework. The SEM Taskforce created six guiding principles to inform the Plan, which aligns with these priorities.

1
THE SUCCESS OF OUR STUDENTS

Recruiting is everybody's responsibility. **Campus collaboration and infrastructure** engage employees in enrollment efforts.

Students are supported through clear educational opportunities, programs, course offerings, and appropriate delivery methods.

2
OUR COMMITMENT TO DIVERSITY, EQUITY, & INCLUSION

We **honor the importance of diversity** in ideas, perspectives, and people.

Enrollment goals and strategies drive our vibrant, authentic **college and program communications** with a renewed focus on inclusivity.

3
THE PROGRAMMATIC AND FINANCIAL SUSTAINABILITY OF OUR CAMPUS

A **data-rich environment** is used to inform decisions, evaluate strategies and provide appropriate tools and services.

Strategic operational plans are **optimally integrated** with one another.

GOALS SUMMARY

With the guiding principles laid out, the Taskforce created actionable goals and indicators (metrics) that will be used to track progress.

1. Create collaboration with employees across campus that contributes toward a welcoming environment for all

2. Create an infrastructure for deans, faculty, and staff to engage in enrollment efforts

3. Focus on inclusivity through increased access, opportunity, and affordability

4. Compile and utilize data to guide decisions and forecasting

5. Develop new and enhanced academic programs, aligned with industry needs, to increase interest and leverage capacity

6. Develop and execute college Brand Promise to tell the ATCC story

7. Develop and implement activities and offerings that create a sense of belonging for students

8. Review and update strategies and content to ensure students are supported throughout the student lifecycle

THE SUCCESS OF OUR STUDENTS

SUPPORTS GUIDING PRINCIPLE:

Recruiting is everybody's responsibility. **Campus collaboration and infrastructure** engage employees in enrollment efforts.

CREATE COLLABORATION WITH EMPLOYEES ACROSS CAMPUS THAT CONTRIBUTES TOWARD A WELCOMING ENVIRONMENT FOR ALL

SUB-COMMITTEE:

Campus Culture
» Jeff Wild*
» Shari Maloney
» Cindy Hager
» Cindy Haarstad
» Scott Berger
» Joel Seela

chair

STRATEGIES:

✓ Integrate and align Strategic Enrollment Management Plan with all other college initiatives (Academic Master Plan, Equity, Diversity, & Inclusion Plan, Facilities Master Plan, Leadership Council Strategic & Operational Goals, etc.)

✓ Enhance the student experience by streamlining Student Service interactions

» Create new opportunities for employee teamwork across campus and Foundation

✓ Staffing to serve international, English Language Learners (ELL), and first-generation college students

INDICATORS:

» Improved Community College Survey of Student Engagement (CCSSE) scores & Noel Levitz scores

» Positive Student Senate feedback through feedback mechanisms

» Improved employee satisfaction (PACE) survey results

1

THE SUCCESS OF OUR STUDENTS

SUPPORTS GUIDING PRINCIPLE:

Recruiting is everybody's responsibility. **Campus collaboration and infrastructure** engage employees in enrollment efforts.

CREATE AN INFRASTRUCTURE FOR DEANS, FACULTY, AND STAFF TO ENGAGE IN ENROLLMENT EFFORTS

SUB-COMMITTEES:

CRM
- » Lynn Arnquist*
- » Steve Richards*
- » Adam Hammer
- » Jeff Wild
- » Sarah Guderjahn
- » Joan Johnson
- » Chris Meier

Student Services Workgroup
- » Jon Erickson*
- » Mary Lenz*
- » Vicki Sward
- » Patrick Running
- » Kaye Madigan
- » Julie Trosvig
- » Eli Dotts
- » Eric Karlstad
- » Lynn Arnquist
- » Julie Fenlason

co-chair

STRATEGIES:

✓ Review, identify, and implement CRM functionality that creates desired student interactions and enrollment results

✓ Create Strategic Enrollment Management committee to monitor and support enrollment process

- » Identify divisions with capacity opportunities and develop individual division recruitment plans that will be executed from within each division

- » Create efficiencies in workflow between office areas (college events, general campus tours, use of Perceptive Content in admissions process, student communications flow, etc.)

- » Provide continuous feedback to deans and program leaders

INDICATORS:

- » Documented improvements in student communications and process workflow

- » Every identified division has a recruiting plan and target enrollment metrics

- » Survey: 100% of employees feel engaged in enrollment efforts

- » SEM updates provided at Leadership Council meetings

OUR COMMITMENT TO DIVERSITY, EQUITY, & INCLUSION

SUPPORTS GUIDING PRINCIPLE: We **honor the importance of diversity** in ideas, perspectives, and people.

FOCUS ON INCLUSIVITY THROUGH INCREASED ACCESS, OPPORTUNITY, AND AFFORDABILITY

SUB-COMMITTEES:

Adult Learners
- Heather Rondeau*
- Char Disrud*
- Carly Erickson

co-chair

STRATEGIES:

- Identify and resolve current barriers to enhance student satisfaction and engagement
- Embrace Equity 2030 dimensions and the work being done through the Equity, Diversity, & Inclusion Plan
- Expand and drive scholarship opportunities to align with student target markets and enrollment initiatives
- Execute new initiatives designed to target adult learners, students of color, and under-represented students (ex: opportunities for Z degrees, market-driven tuition rates, credit for prior learning)
- Continue to consider and evaluate athletic opportunities, clubs, and student organizations
- Provide registration/advising sessions and materials according to student preference

The focus of Equity 2030 includes:

Enhancing access and student success
Providing Minnesota with the talent it needs
Anchoring the communities and regions we serve

The Equity 2030 framework diagram with central "Equity 2030" surrounded by: Enhanced Access, Academic Success, Student Engagement, Evidence-based, Financial Resources, Workforce and Talent Diversity.

INDICATORS:

» Increase annual scholarship recipients from 350 to 400
Financial Resources
Enhanced Access

» Increase percentage of adult learners over 25 years of age from 428 to 457, an 8% increase (see Academic Master Plan)
Evidence-based
Enhanced Access

» Increase % of students of color from 9% to 12% (see Equity, Diversity, & Inclusion Plan)

» Positive feedback from students via student survey
Student Engagement

» Increase fall to spring retention by 2%
Academic Success

SUPPORTS GUIDING PRINCIPLE:

A **data-rich environment** is used to inform decisions, evaluate strategies and provide appropriate tools and services

COMPILE AND UTILIZE DATA TO GUIDE DECISIONS AND FORECASTING

SUB-COMMITTEE:

Data Integrity and Accreditation Taskforce

» Heather Rondeau*
» Eli Dotts
» Wanda Haberer
» LaNell Hardy
» Adam Hammer

RELATED COMMITTEE:

Data Governance

» Steve Richards*
» Heather Rondeau
» Patrick Running
» Sarah Guderjahn
» Jon Erickson
» Shari Maloney
» Julie Fenlason
» Eli Dotts

chair

STRATEGIES:

» Identify key student target markets for focused recruiting (metro students, diverse students, adult learners, etc.)

✔ Create data by Division and Program and make available to those engaged in enrollment & new program development

✔ Create transparency with data and timelines through a collaborative forecasting process

» Create benchmarking with key enrollment data

» Review program retention and equity data and develop targeted strategies to enhance retention based on student demographics

INDICATORS:

» Data is accessible and used by staff

» Improved employee satisfaction as a result of data sharing

» More prevalent data used in decision-making

» Enrollment forecasting and current status is shared with all employees monthly

SUPPORTS GUIDING PRINCIPLE: **Students are supported** through clear educational opportunities, programs, course offerings, and appropriate delivery methods.

DEVELOP NEW AND ENHANCED ACADEMIC PROGRAMS, ALIGNED WITH INDUSTRY NEEDS, TO INCREASE INTEREST AND LEVERAGE CAPACITY

SUB-COMMITTEE:

Academic and Student Affairs
» Scott Berger*
» Tamara Arnott
» Steve Richards
» Merilee Retzloff
» Sean Johns
» Shawn Williams

chair

STRATEGIES:

✓ Revise methods used for program assessment to ensure continuous improvement of student outcomes and ongoing program quality

✓ Partner with business and industry to identify opportunities

» Identify programs with opportunities to modify delivery and add sections, benefiting adult learners and commuter students

✓ Strengthen relationships with workforce centers, higher education, and secondary education institutions

✓ Update advisor manual and provide training to student advisors

INDICATORS:

» 50% of programs assessed FY 2022, 50% assessed FY 2023

» Two (2) new programs by 2024

» Four (4) programs have modified (hyflex) delivery methods by 2024

» 80% capacity of existing programs

» Academic Master Plan alignment

» Increased enrollment from within 50 miles

» Related job placement maintains 98%

OUR COMMITMENT TO DIVERSITY, EQUITY, & INCLUSION

SUPPORTS GUIDING PRINCIPLE:

Enrollment goals and strategies drive our vibrant, authentic **college and program communications** with a renewed focus on inclusivity.

DEVELOP AND EXECUTE COLLEGE BRAND PROMISE TO TELL THE ATCC STORY

SUB-COMMITTEE:

Communications Audit

» Lynn Arnquist*
» Adam Hammer*
» Sarah Guderjahn
» Vicki Sward
» Angie Pederson
» Nichole Aber
» Joan Johnson
» Chris Harris

**co-chair*

STRATEGIES:

✓ Create core college messaging and brand standards

✓ Complete audit of all communication/messaging students receive from prospect through enrollment, and implement changes

✓ Create and execute process for sharing student, alumni, and faculty stories

» Create annual marketing plan with identified budget

✓ Implement marketing strategies to extend our reach

INDICATORS:

» Brand strategy executed

» Implement communications audit by Fall 2021

» Increase unduplicated headcount by 9% by 2024

» Increase alumni participation

» Increase college visibility (social media engagement, website traffic, campaign ROI)

2

OUR COMMITMENT TO DIVERSITY, EQUITY, & INCLUSION

SUPPORTS GUIDING PRINCIPLE: Enrollment goals and strategies drive our vibrant, authentic **college and program communications** with a renewed focus on inclusivity.

DEVELOP AND IMPLEMENT ACTIVITIES AND OFFERINGS THAT CREATE A SENSE OF BELONGING FOR STUDENTS

RELATED COMMITTEE:

Equity, Diversity, and Inclusion (EDI)

» Cindy Hager*
» Eli Dotts
» Carly Erickson
» Cindy Haarstad
» Eric Karlstad
» Linda Muchow
» Merliee Retzloff
» Heather Rondeau
» Becky Swanson
» Jessica Wade-Ferrell
» Martha Gutierrez
» Nichole Aber
» Shawn Williams
» Chato Alvarado
» Larkspur Domka
» Emmah Thompson**
» Kelsey Dillard**
» Zander Terwey**

*chair
**student

STRATEGIES:

» Provide training to help students transition to college and balance additional responsibilities.

» Provide financial guidance between days 5-10 to ensure students understand financial disbursement, and provide tools for personal financial success.

» Create opportunities for students to connect with college employees, alumni, community organizations, and their peers.

» Survey faculty, staff, and administration for belonging and inclusion, and facilitate training opportunities.

» Ensure physical spaces offer opportunities for belonging and inclusion.

» Implementation of varsity athletics and expansion of student life activities and events.

INDICATORS:

» Increase fall to spring retention by 2%

» Increase fall to fall retention by 2%

1

THE SUCCESS OF OUR STUDENTS

SUPPORTS GUIDING PRINCIPLE:
Students are supported through clear educational opportunities, programs, course offerings, and appropriate delivery methods.

SUB-COMMITTEE:

Student Services Workgroup
» Jon Erickson*
» Eric Karlstad*
» Vicki Sward
» Patrick Running
» Kaye Madigan
» Julie Trosvig
» Eli Dotts
» Lynn Arnquist
» Julie Fenlason

Registration & Orientation Events
» Patrick Running*
» Sean Johns*
» Eric Karlstad
» Lynn Arnquist
» Sherri Randt
» Julie Trosvig
» Kaye Madigan
» Eli Dotts
» Kathy Kloehn
» Joan Johnson
» Adam Hammer
» Cindy Haarstad

*co-chair

REVIEW AND UPDATE STRATEGIES AND CONTENT TO ENSURE STUDENTS ARE SUPPORTED THROUGHOUT THE STUDENT LIFECYCLE

STRATEGIES:

✓ Review and update current warning status and suspension letters to be supportive.

✓ Develop strategies to prepare students for college

» Create a process to make connections with enrolled students each semester.

» Highlight resources and services available to students.

» Increased communication and awareness of no-cost student resources on- and off-campus.

INDICATORS:

» Increase fall to spring retention by 2%

» Increase fall to fall retention by 2%
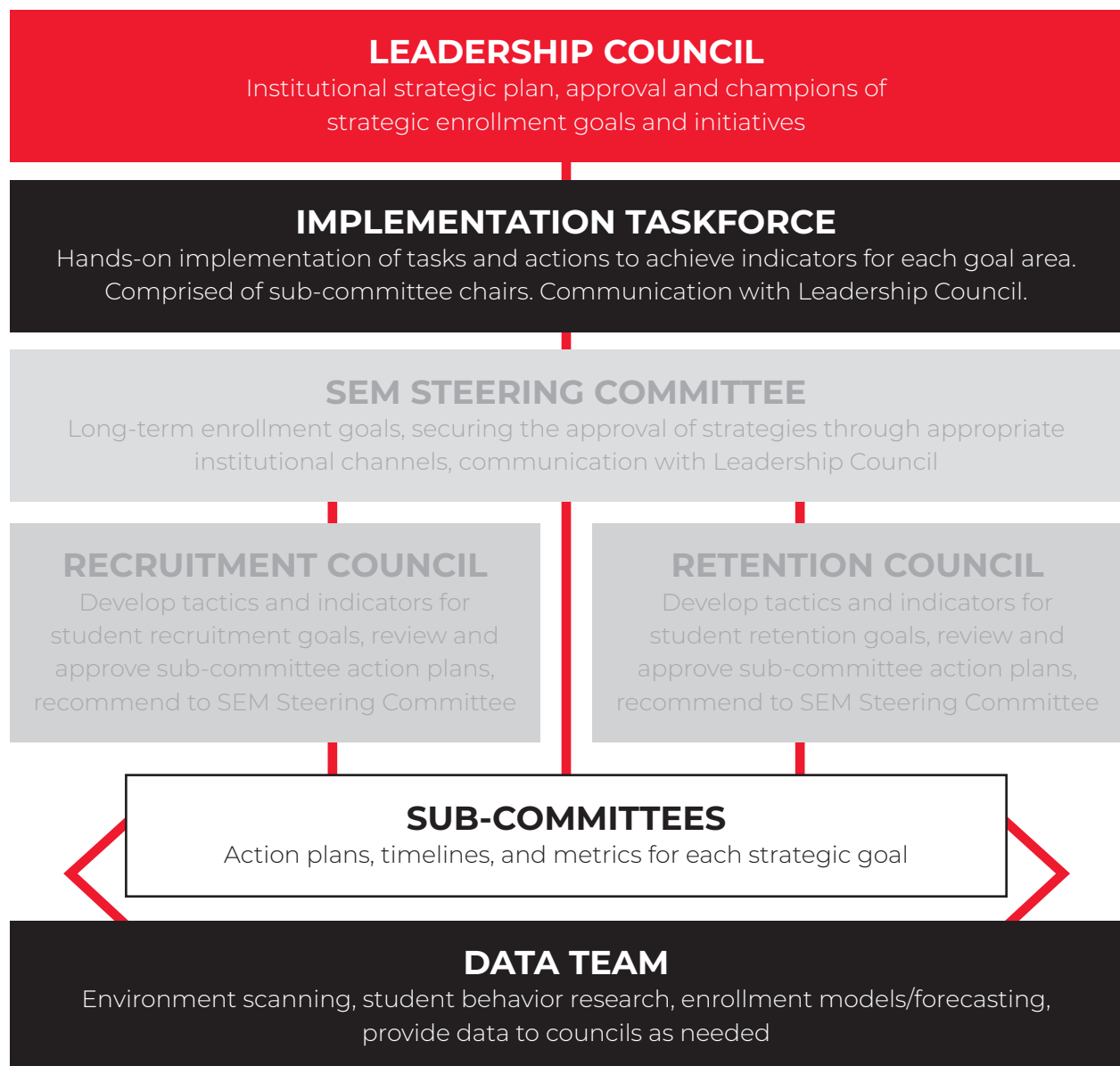
98%
RELATED JOB
PLACEMENT

★★★
GRADUATION
RATE AMONG
HIGHEST IN MN

RANKED
**MN's
BEST**
COMMUNITY
COLLEGE
*WalletHub 2020 & 2021, Niche 2021

SEM ORGANIZATIONAL FRAMEWORK

LEADERSHIP COUNCIL
Institutional strategic plan, approval and champions of strategic enrollment goals and initiatives

IMPLEMENTATION TASKFORCE
Hands-on implementation of tasks and actions to achieve indicators for each goal area. Comprised of sub-committee chairs. Communication with Leadership Council.

SEM STEERING COMMITTEE
Long-term enrollment goals, securing the approval of strategies through appropriate institutional channels, communication with Leadership Council

RECRUITMENT COUNCIL
Develop tactics and indicators for student recruitment goals, review and approve sub-committee action plans, recommend to SEM Steering Committee

RETENTION COUNCIL
Develop tactics and indicators for student retention goals, review and approve sub-committee action plans, recommend to SEM Steering Committee

SUB-COMMITTEES
Action plans, timelines, and metrics for each strategic goal

DATA TEAM
Environment scanning, student behavior research, enrollment models/forecasting, provide data to councils as needed

> **ALEXANDRIA TECHNICAL AND COMMUNITY COLLEGE** is a small campus with instructors, counselors and overall staff with genuine and sincere interest in their students. My teachers and mentors are wonderful, providing good communication and input. I enjoy the values and goals of ATCC.
>
> Dominique, Nursing Student

ALEXANDRIA Technical & Community **COLLEGE**

A member of Minnesota State

1601 Jefferson Street, Alexandria, MN 56308
320.762.0221 | go@alextech.edu