

# Strategic Enrollment Management (SEM) at CCC



Education That Works



# What is SEM?

- Setting key enrollment indicators, benchmarks and targets
- Anticipating and responding to economic, internal and external forces
- Creating a plan to effectively enroll and retain students

# Problems to Solve

- Shrinking # of high school graduates
- Uncertain economies (recessions)
- High number of Adult Learners not at CCC
- Meeting future work force demands
- Desire for focused CCC goals, strategies and tactics

# Questions to Address

- Who are we as a college?
- What do we want to be as a college?
- What are we known for as a college?
- How do we balance the needs of the community while faced with dwindling resources?
- How do we best balance supporting/marketing some programs and/or saying no to some initiatives or requests?
- What is the right size for CCC?

# SEM So Far...

## SEM Workgroup:

- Spent 15 months collecting and analyzing data
- Wrote a 66 page reporting detailing the data
- Established Key Enrollment Indicator (KEI) targets for 2024-25
- Met with the Instructional and Student Services deans twice

# Key Data Elements

- Demographics
- Feeder institutions
- National and regional public policies (e.g. state funding)
- Labor market
- Competition

# Three Key Enrollment Indicators

- Enrollment
  - New students (applicants to enrolled and segmented by specific populations)
  - Total annual headcount
- FTE
  - Number of credits students take (annually)
- Retention
  - Term-to-term and fall-to-fall

# 19 KEI Metrics

- Applicant to **Enrolled** (New Students)
  - Degree-certificate seeking
  - First generation
  - First-term, first year
  - Adult Learner
  - Race/Ethnicity
- High School Connections
  - ACC applicants enrolled in ACC courses
- Total headcount



# 19 KEI Metrics

**FTE** (number of credits taken)

- Annual total (includes non-credit)
- Full-time status (12+ credits)
- Half-time status (6-11 credits)
- Less than half-time (1-5 credits)

# 19 KEI Metrics

## Retention (fall-to-winter and fall-to-fall)

- All new credit students
- Race/ethnicity
- First generation
- Pell recipients

# KEI Examples

Indicator	Measure	Baseline	2024-25 Target
Enrollment (yield rate)	First year, first term students	2,967	3,440
Enrollment (yield rate)	Race/ethnicity	534	619
FTE	Full-time status	2,879	3,337
Retention	Fall-to-winter: First-generation	63%	67%
Retention	Fall-to-fall: Pell recipients	51%	55%

# To Meet Goals

College community must develop strategies and tactics. Example:

Goal	Strategy	Tactic
Goal 1: By 2024, increase retention of fall-to-winter students from 68% to 74%	Strategy 1: Enhance communication strategies for students in targeted groups	Tactic 1: Create registration campaign using EAB Navigate
		Tactic 2: Institutionalize all call campaigns

# Next Steps

- Meet with campus community through:
  - Winter Inservice
  - Feedback Survey
  - Meeting with specific groups across campus
- Prioritize KEI's and confirm goals
- Create repository of current, specific recruitment and retention activities
- Develop SEM plan based on the above

# Special Thanks

- SEM Super Stars (workgroup):
  - Jennifer Anderson
  - Stephen Brouwers
  - Shalee Hodgson
  - Jason Kovac
  - Jim Martineau
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# What questions do you have?

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