SEM Planning Elements

1. Establish SEM purpose and guiding principles
2. Organize SEM planning effort and engage constituents
3. Determine SEM planning framework and components
4. Identify data needs for SEM planning
5. Develop targeted student enrollment goals and strategies
6. Create measurement system for tracking and benchmarking
7. Evaluate SEM planning process
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Strategic Planning vs. SEM Planning

- Overarching plans that guide operational plans, and major interventions and activities
- Focus on long range, sustainable changes that move the institution forward
- Global goals and strategies encompassing multiple and broad aspects of the academy

- One of several operational plans linked to strategic goals and mission
- Targeted enrollment goals and strategies for key student groups
- Focus on exerting influence over enrollments
Planning Principles

• Informed by Data
• Collaborative Effort
• Planning Framework/Models
• Organizational Structure
• Leadership Support
• Integrated Approach
Integrated Planning Approach

• Linked to Mission, Vision and Values
• Alignment of Goals
• Overlap or Supporting Strategies & Activities
• Shared Resources
• Synchronized Cycles and Timelines
• Coordinated Decision-making Processes
• Consistent Indicators, Measures & Benchmarks
Guiding Questions For Discussion

Which plans and initiatives are intentionally integrated at your college/district?

How are they integrated (which specific practices are used to ensure integration)?
I. Organizing The SEM Planning Effort
• Ensure Widespread Participation
  – Include all constituent groups
  – Provide multiple opportunities for engagement

• Determine an Organizational Structure
  – SEM department/office
  – SEM group/committee
  – Existing institutional effectiveness/planning group

• Establish a Clear Purpose
  – Responsibilities of SEM group or office
What is the most effective way for your college/district to organize the SEM planning effort? Consider the following:

- Who should lead the SEM Planning effort?
- Who should be involved in this effort?
- How can this effort integrate with other planning efforts or initiatives?
- How can the college engage all constituent groups in the SEM planning process?
II. Establishing The SEM Purpose
Guiding Questions For Discussion

In three minutes...List as many key attributes that characterize SEM strategies and practices. In other words, define why, how or what comprises SEM strategies and practices.
III.
Determining The SEM Planning Framework And Components
Integrated SEM Planning

- Aligns with existing planning cycle
- Included in decision-making processes
- Consistent with mission, vision, values and planning principles
- Supports goals from other institutional plans and initiatives
Overarching SEM Framework

Strategies & Practices

- **Scheduling & Program Pathways**
  Clearly defined program pathways that lead to concise student education planning, and class schedule development.

- **Support & Services**
  Wrap around support services that promote student success e.g., counseling, education and career planning, tutoring, appropriate assessment, and just in time orientation.

- **Marketing & Communications**
  Market analyses and varied marketing strategies that focus on targeted student groups, promote educational value, and position the institution as reputable.

Approach

- **Mission Driven**
  Clear SEM purpose and enrollment goals that are linked to the college strategic goals and mission.

- **Data Informed**
  Widely available, current and reliable retrospective and prospective snapshot and trend data e.g., enrollment, outcomes, demographics, community, and labor market demand.

- **Targeted Enrollment Goals**
  Enrollment goals for targeted student groups e.g., First-time, CTE, online, basic skills, and URM groups.

Foundation

- **Leadership & Collaboration**
  Intentional and collaborative efforts to plan and manage the efficacy and quality of programs and services, and optimize enrollment, fiscal viability and student success.

- **Student-centered Budget**
  Budget decisions and processes that clearly support student success and fiscal viability.

- **Outreach & SSSP**
  Focused recruitment and admissions policies, processes and practices that ensure students enroll and move toward success and completion with ease.

- **Success & Completion**
  Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, articulated pathways.

- **Retention & Persistence**
  Strategies and interventions that improve course and program retention and persistence e.g., learning communities, early alert, tutoring, accelerated classes.

- **Equity Focused**
  Strategies, interventions and attitudes that seek to close gaps in access and achievement.

- **Infrastructure**
  a. Ubiquitous access and use of technology that delivers efficient processes, reliable data and information, quality instruction, and valuable support services.
  b. Policies and procedures that support enrollment, student success, and fiscal viability.
  c. Facilities that accommodate program and course needs efficiently.
Guiding Questions For Discussion

1. Which do you believe is the best framework for SEM planning at your college/district (e.g., existing planning framework, GP framework, SEM Framework) and why?
IV. Identifying Data Needs For SEM Planning
Guiding Questions For Discussion

What do you believe are the most impactful internal and external trends on enrollment currently (including enrollments from persisting students) at your college/district?

If these trends were to continue, what are some strategies or practices that might need to be changed or enhanced?
Environmental Scan

External Trends
- Community Demographics
- High School Pipeline
- Economic/Labor Market
- Competitive Landscape
- Public Policy
- Technology
- Community Perspective

Internal Trends
- Student Demographics
- Headcount, Enrollment & FTES
- Student Outcomes
- Recruitment
- Assessment & Ed Plans
- Support Services
- Student Perspective
- Employee Perspective
Student Success Continuum

Bontranger (2018)
High School Pipeline

• The local feeder and non-feeder high school pipeline is expected to continue to shrink for at least another three to five years.
Planning Assumptions

The local feeder and non-feeder high school graduate population is expected to continue declining for the next several years, through 2020. This trend will drive a shift in the college’s focus; from recruitment of first-time students to a heightened focus on increasing retention and persistence of existing students. Moreover, there will need to be an increased focus on building clear academic and career pathways from middle school to high school to college.
Build A Planning Assumption

• Create a shared understanding of the trends:
  – Be the pragmatic skeptic.
  – Articulate a likely reality.
  – Be as specific as possible.
V. Developing Targeted Enrollment Goals and Strategies
Overall Enrollment Goals vs. Targeted Enrollment Goals

Increase enrollments by 2%.

Increase enrollments of first year students by .5% each year.
Guiding Questions For Discussion

-Which five to eight student groups are your primary or targeted enrollment groups? Why?

-What are the specific enrollment and success goals for these groups?

-What are some of the high impact enrollment and/or success strategies and practices used to target these student groups?
Steps for Developing Targeted Enrollment Goals & Strategies

1. Examine geographic, demographic, psychographic and behavioral trends.

2. Select six to eight key student groups.

3. Establish enrollment and outcome goals and strategies for key student groups.
Market Segmentation Analysis

**Geographic**
- Student residency status (i.e., in-state/out-of-state/international) and zip code to establish a service area or non-service area resident

**Demographic**
- Student characteristics such as gender, age, race/ethnicity, socio-economic status, occupation, and education levels

**Psychographic**
- Lifestyle preferences or habits, value perceptions and attitudes

**Behavioral**
- Course-taking patterns and history, outcomes, student learning objectives, learning community participation, college event participation, and accessing support services
Targeted Enrollment Group

First-Year Student Persona

The typical age range of the First-Year student is between 18-22 years old. About half are White, one quarter are Latino and the remaining quarter are either Asian, Filipino or African American. About half are employed at least part-time. Most are single and do not have children, but many have family obligations. About one-third live at home with their families. About half use public transportation on a regular basis. About one-third had considered attending a four-year university before enrolling in college. About half have identified a major in areas of STEM, others in visual arts or undecided. Most enroll in a mix of day, evening and online classes. Most are likely to go to the Southern Hacienda Mall, but less likely to go to the Regional Stadium Theaters to see a movie. All are technological inclined. Most have a laptop or tablet and a smartphone, and feel very comfortable in digital learning environments. Most are likely to use Twitter, Tumbler and Instagram rather than Facebook. Most are likely to use music streaming services like YouTube or Spotify and use video streaming services like Netflix or Amazon Prime. 🎶
SEM Targeted Enrollment Wheel

**First Year Students**
1. Increase the number of first-time students by 5% annually
2. Increase persistence rates by 1% annually and close equity gaps
3. Increase completion rates (awards and transfers) by 5% annually and close equity gaps

**Outreach and In-reach**
- Dual Enrollment
- College & Career Pathways

**Marketing and Communications**
- Targeted Communications

**Admissions and SSSP**
- Counseling & Ed Planning
- Placement Policies

**Student Support Services**
- Career Advising

**Retention and Persistence**
- FYE LCOM

**Scheduling and Pathways**
- Program Pathways
- Online Courses

**Success and Completion**
- Academic Tutoring
Select a targeted enrollment group and brainstorm some possible strategies and practices for increasing enrollment, persistence and completion.
# SEM GOAL & STRATEGIC INITIATIVE WORKSHEET

## Retention & Persistence

<table>
<thead>
<tr>
<th>Enrollment Goals</th>
<th>Strategic Initiatives</th>
<th>Key Action Steps</th>
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</thead>
<tbody>
<tr>
<td><strong>First-Year Students</strong></td>
<td>1. Provide enrollment and outcomes data to support FYE programs.</td>
<td>1.1 Produce and distribute broadly retention and persistence data on first-time students.</td>
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<tr>
<td>1. Increase persistence rates of First-time students by 1% annually, and close equity gaps</td>
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<td><strong>Basic Skills Students</strong></td>
<td>2. Improve English and math placement protocols, including more reliable multiple measures.</td>
<td>2.1 Pilot and implement the MMAP placement protocol.</td>
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<tr>
<td>2. Place 25% more students in transfer level English and math.</td>
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<tr>
<td>3. Increase progression rates from basic skills to transfer level English and math.</td>
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<tr>
<td><strong>CTE Degree/Certificate Students</strong></td>
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<td><strong>Non-CTE Degree Students</strong></td>
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<td><strong>Transfer Seeking Students</strong></td>
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<td><strong>Distance Learning Students</strong></td>
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VI.
Creating A Measurement System For SEM Goals
SEM Measurement System

• Key Performance Indicators (KPIs)
  – Retention
  – Success
  – Productivity

• Multiple Measures per KPI
  – Retention Rate: Percentage of students who complete the course with any grade notation
  – Success Rate: Percentage of students who complete the course with a C/P or better
  – Enrollment and calculated FTES

• Benchmarks and Target Goals
Guiding Questions For Discussion

1. Which key performance indicators and measures does your college/district use to track enrollment and FTES trends?

2. Which indicators and measures does your college/district use to track student success (progress and completion)?

3. Who has access to enrollment and success data and how is this information shared at your college/district?
VII. Evaluating the SEM Planning Process
• What to Evaluate
  – Process for developing the plan
  – Planning framework/model
  – Integration points
  – Alignment with college-wide and other goals

• When to Evaluate
  – Mid-point in the planning process
  – End of the planning cycle
• How to Evaluate
  – Survey employees on planning process, implementation and communication
  – Track participation in the planning process
  – Track implementation progress of action items
  – Assess for gaps in data and information
Guiding Questions For Discussion

1. Which aspects of the SEM planning process will your college evaluate?

2. When will your college evaluate the SEM planning process?

3. How will your college evaluate the SEM planning process?
For more information about the SEM-ASK visit:

https://prolearningnetwork.cccco.edu/ask/topic/sem