



**STRATEGIC ENROLLMENT  
MANAGEMENT PLAN (SEM)  
2019-2024**

# Strategic Enrollment Management Plan 2019-2024

George Evans      President

## Enrollment Management Team 2019

Susan Batchelor      Vice President of Student Services  
Terri Sanders      Administrative Assistant to the Vice President of Student Services  
Alan Boerngen      Associate Dean of Assessment  
Amy Troutt      Dean of Enrollment Services  
Ashley Becker      Vice President of Instructional Services  
Cheryl Boehne      Regional Director of Education Centers  
Johnny Matthews      Chief Information Officer  
Judy Hemker      Vice President of Administrative Services  
Julie Obermark      Dean of Nursing and Allied Health  
Kellie Henegar      Dean of Arts and Sciences  
Laura Vahlkamp      Director of the Academic Center for Excellence  
Nicolas Farley      Dean of Career and Technical Education  
Scott Crothers      Assistant Professor of Philosophy  
Travis Henson      Director of Marketing  
Jeff Ebel      Dean of Institutional Effectiveness

## Enrollment Management Team 2020

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Kellie Henegar	Dean of Arts and Sciences
Laura Vahlkamp	Director of the Academic Center for Excellence
Nicolas Farley	Director of Workforce Engagement
Travis Henson	Director of Marketing
Bruce Fischer	Director of Institutional Effectiveness
Janet Fontenot	Coordinator of Institutional Assessment
Stacy Smith	Assistant Professor of Music
Ali Albers	Assistant Professor of Nursing
Jesse Eagan	Assistant Professor of Auto Technology
Candace Sloat	Assistant Professor of Radiology Technology

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# **Kaskaskia College Board of Trustees and Administration**

## **Board of Trustees**

Mr. Bill Hawley, Chair

Ms. Linda Stover, Vice-Chair

Ms. Laura Wedekemper, Secretary

Mr. Jim Mason

Mr. Bryan Holthaus

Mr. Louis Kalert

Mr. Jim Beasley

Mr. Justin Huff, Student Trustee

## **Administration**

George Evans, President

Dr. Susan Batchelor, Vice-President of Student Services

Ms. Judy Hemker, Vice President of Administrative Services

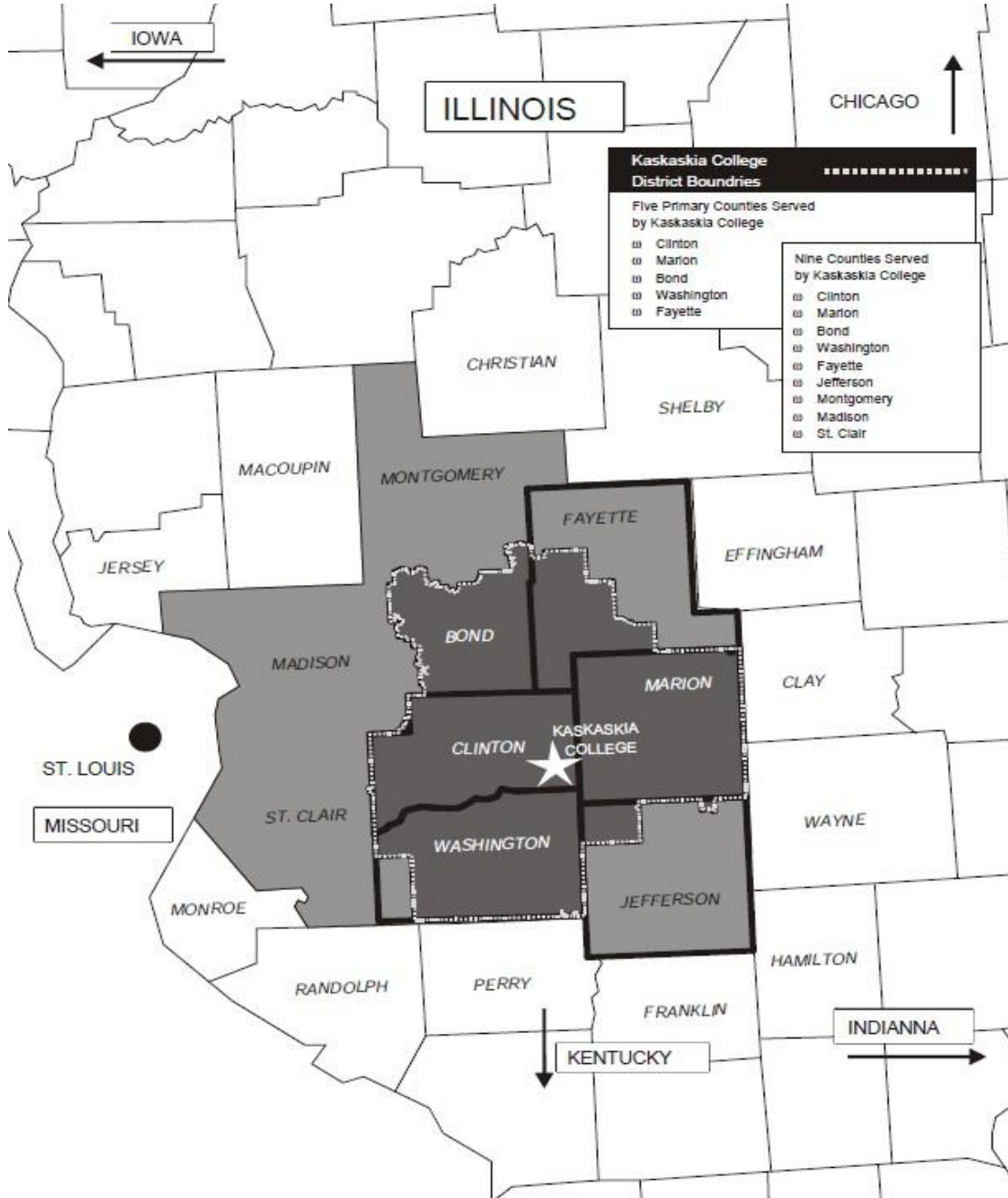
Dr. Ashley Becker, Vice President of Instructional Services

Ms. Julie Obermark, Dean of Nursing and Health Sciences

Ms. Amy Troutt, Dean of Enrollment Services

Ms. Kellie Henegar, Dean of Arts and Sciences

# KC District Map



## KC Campus Map



### KASKASKIA COLLEGE

1. MAIN ENTRANCE
2. JEROME & MILDRED RAKERS CLOCK TOWER
3. DISABLED PERMIT PARKING/VISITOR PARKING
4. EAST PARKING AREA
5. WEST PARKING AREA
6. GREENHOUSE
7. LARRY SMITH BASEBALL FIELD
8. SOFTBALL FIELD

9. TENNIS COURTS
10. SOCCER FIELD
11. KC BOULEVARD
12. PHYSICAL PLANT STORAGE
13. JIM BEASLEY VETERANS TRIBUTE
14. ALUMNI AND FRIENDS FITNESS TRAIL
15. DR. DEE AND SUE BOSWELL ART GALLERY

- A - FINE ARTS & STUDENT CENTER
- AD - ADMINISTRATION BUILDING
- AEC - AGRICULTURAL EDUCATION CENTER
- G - GYMNASIUM
- HB - HEALTH AND BUSINESS
- L - LIBRARY

- LC - LIFELONG LEARNING CENTER
- N - NURSING EDUCATION CENTER
- PC - PROFESSIONAL CAREERS
- SA - SPORTS & ACTIVITIES
- ST - SCIENCE & TECHNOLOGY
- VA - VOCATIONAL ANNEX



# Kaskaskia College Mission

## **Mission**

Kaskaskia College is committed to life-long student learning and to providing quality comprehensive education.

## **Vision Statement**

Kaskaskia College aspires to be an institution of “first choice” for its district citizens and dedicated to providing the highest level of student-centered educational experiences with an unshakeable focus on student success. In collaboration with its community and supported by an effective foundation, Kaskaskia will be a premier institution of higher education; a regional workforce training institution; and a regional center for intellectual, cultural and social events.

## **Core Values**

**Respect** - Having a genuine regard for others and showing consideration for the diversity of others to foster an environment of teamwork and excellence.

**Responsibility/Personal** - Assuming ownership of personal actions and being accountable for one's own behavior, assigned tasks, duties and functions.

**Responsibility/Institutional** - Being accountable for institutional excellence by providing accessible, affordable and diverse educational opportunities that facilitate individual success.

**Honesty** - Being truthful and demonstrating integrity above reproach; and maintaining open, honest, clear, and effective internal and external communications.

**Compassion** - Understanding and considering the feelings of others and recognizing the effect one's actions will have on others in order to impart hope for all parties, while remaining sensitive to the needs of others.

**Fairness** - Practicing actions that are just and impartial while treating people in an equitable and consistent manner in recognizing the diverse needs of others.

# Institutional Goals

1. **Provide a quality educational experience:**
  - a. Quality instructional offerings – Kaskaskia College is committed to providing high-quality instructional offerings for its student populations in the areas of Arts & Sciences, Career and Technical Education, Health Sciences, and Adult Education.
  - b. Quality services and infrastructure to support instructional offerings - Kaskaskia College is committed to facilitating student success by providing the services and infrastructure that meet the needs of a modern institution of higher education
2. **Effectively manage enrollment and resources** - Kaskaskia College is committed to ensuring the health and sustainability of the institution by maximizing enrollment and resources through data-informed processes.
3. **Maximize regional integration** - Kaskaskia College is committed to collaborating with regional employers, schools, and organizations.
4. **Engage the community** - Kaskaskia College is committed to being a center for intellectual, cultural, and social experiences for its district.

## **Diversity Statement**

Kaskaskia College is committed to achieving a community free from all forms of discrimination and harassment in its policies, practices, and endeavors. Further, Kaskaskia College is committed to fostering a diverse community and to promoting greater awareness of and sensitivity to issues of diversity. Toward that end, Kaskaskia College asserts the dignity and worth of every human being and the value of diversity as a source of its strength in all its many forms, and in the diverse perspectives of students, faculty, staff and administrators.

# Kaskaskia College Facts

Type of College: Public two-year comprehensive community college  
Founded: 1940  
Location: 48-acre main campus located at  
27210 College Road, Centralia, IL

## Six Education and Technology Centers:

Salem Education Center  
1475 W. Whittaker  
Salem, Illinois 62881

Greenville Education Center  
209 North Third Street  
Greenville, Illinois 62246

Vandalia Education Center  
2310 West Fillmore, PO Box 396  
Vandalia, Illinois 62471

Nashville Education Center  
17869 Exchange Avenue  
Nashville, Illinois 62263

Trenton Education Center  
520 East Broadway  
Trenton, Illinois 62293

Harry L. Crisp Technology Center  
2005 East McCord  
Centralia, Illinois 62801

Telephone: (618) 545-3000  
College District: Bond, Clinton, Fayette, Marion and Washington. Portions of Jefferson, Madison, Montgomery and St. Clair  
President: George M. Evans  
Annual Budget: \$ 48,600,000  
Operating Budget \$ 26,164,156  
District EAV: \$ 1,681,617,495 (FY 18)  
Annual Enrollment: 5500 full and part-time

Tuition and fees:	\$152.00 per credit hour effective January 2019 (In-District)
Financial Aid Annual Awards:	\$ 7,744,327.22 (Federal, Institutional, Foundation and State)
Employees:	225 full-time and part-time employees
Courses of Study:	143 various Associate in Arts Degrees 42 Associate in General Studies Degrees 37 various Associate in Science and Applied Science
Degrees:	6 Associate in Engineering Science Degrees 1 Associate in Fine Arts Degree 461 various Occupational Certificate Programs
District Population:	116,359 (2018 Population per Illinois Community College Board ICCB)
Secondary Schools in District:	17

# Forward

Kaskaskia College can trace its history to the Illinois Public Junior College Act of 1937. That bill was prepared and written, by Oscar Corbell, the Superintendent of Centralia High School, who also became the first president of Centralia Township Junior College in 1940. Twenty-five years later Centralia Township Junior College became Kaskaskia College through the Public Junior College Act of 1965. Kaskaskia College District 501 was established on October 16, 1965, including all of Marion County, all of Clinton County, most of Washington County, and part of Jefferson County. The district has since been expanded to include most of Bond, much of Fayette and portions of St. Clair, Madison and Montgomery counties. Today, with more than 50 degree and 100 certificate programs available for transfer, or career training, Kaskaskia College prepares students for meaningful employment or transfer for further education. KC also provides a number of other educational opportunities for the citizens of its district, including adult education, continuing education, professional development, and customized business and industry training. Continuing the dream, set forth by Oscar Corbell 82 years ago. The campus serves as a hub for academic, cultural, recreational, and economic activity for the region.

The College reached record high enrollments during the fall 2009, spring 2010 and summer 2010 semesters and leadership of the college recognized that organized approaches were needed to maintain enrollments. Early efforts related to enrollment management at the College were implemented in 2011 when an Enrollment Management Advisory Board was formed. The advisory board's membership included 20 members from all areas of the College. The original direction charted by the advisory board was to collaborate with all areas of the college to continually develop and refine a comprehensive recruitment plan to drive the development of initiatives to maximize recruitment efforts. The advisory board planned to accomplish stabilization of overall enrollment by

addressing enrollment within each area of the college, and developing plans for additional outreach efforts where needed. Areas of immediate focus were identified as the following:

- 1) Research – Researching current trends in recruitment/marketing
- 2) High School initiatives – developing new initiatives specifically targeting high school populations in an effort to recruit a greater percentage of our in-district high school populations. Initiatives will also include increased involvement with parent/guardians of high school students
- 3) Business and Industry – This committee will specifically target initiatives to design outreach initiatives to market and recruit employees of local business and industry.
- 4) Return to Learn – This committee will be responsible for developing initiatives to target non-traditional populations who have begun college course work, but have not completed their associate degree to recruit former students back to college.
- 5) Non-traditional recruitment – This committee will work to develop outreach initiatives targeted at recruiting non-traditional students with below an associate degree, throughout the district, outside of “return to learn”, and business and industry initiatives.
- 6) Low-enrollment programs – This group will assist in identifying current programs at KC with a trend of low-enrollment. They will identify initiatives to specifically target recruitment for these programs, and assess the need for continuation of these programs.
- 7) New program development – This group will serve as a liaison between the Enrollment Management advisory Board, and Instructional areas in order to explore and develop new programs and initiatives, and enhancing and/or revising current programs where there is a current demand.

In the fall of 2013 the College began moving into Phase II of its Enrollment Management Team implementation process under the leadership of a Dean of Enrollment Management. The resulting structural changes were implemented to bring focus to specific areas of enrollment management effort. Though the initial team structure did serve its purpose early in the College's venture into the enrollment management arena, it became clear that a structural change was needed to eliminate long-standing mental "silos" in existence at the College to be able to address the more in depth issues and impediments being encountered as the team matured. Therefore, subcommittees or "point teams" were created to deal with three major aspects of the enrollment management effort; including: New Frontiers Team, Student Success Team, and Credit Hour Efficiency Team. The original Enrollment Management Team was still intact, however, the smaller supplemental teams were tasked with a specific focus, thereby allowing the team to address several issues simultaneously to enhance and support the efficiency and efficacy of the overall effort.

Though the initial weekly meeting schedule originally implemented to emphasize both the criticality and urgency of this endeavor was still in place, the full Enrollment Management Team and the smaller point teams met on alternate weeks. This schedule provided a consistent flow of information between the larger and smaller groups. It also provided an appropriate venue for reassigning responsibility for a project or issue from one team to another as appropriate to avoid duplication of effort and maintain appropriate team focus on assigned goals.

Notes from the 2013 Enrollment Management plan documented by the Dean of Enrollment Management include the following:

*It is also important to note that these changes are in keeping with Marguerite Dennis' observation that "No "cookie-cutter" approach [to enrollment management] will do. The only thing we can be certain of in developing enrollment- and retention-management programs is that they will and should be works in progress, with the only constant being the need to recognize, appreciate, and embrace change"(Dennis, 1998, p. 4).*



Transition of Enrollment Management Team leadership occurred near January 2014 with Dean of Student Success, Dr. Scott Crothers taking on this role. He led the team in identification of 25 areas of growth for FY 15 to FY17, projected number of credit hours to be gained from each area, and then led the development of plans for growth projecting 5450 credits to be added for FY15. A conservative budget number of 1997 over the FY number of 101,694 was set at 103,691.

In January 2015 a Review of Key Enrollment Strategies was completed and the following information was summarized for sharing with the board at a retreat in early 2015. Of the 25 areas 5 have a positive growth FY14-FY15 at 9th day with positive trending on four other initiatives by year end. Teacher education exceeded the projection.

- A. Programs showing positive growth are: Pharmacy Tech, Music, Agriculture, Welding, Teacher Ed, Jump Start
- B. Programs projected to show positive growth by year end were: Cabinetry at GFCI, Dual Credit Expansions, Distance Learning at CCC, College NOW expansion
- C. Programs showing decline: Diesel & Alternate Fuels AUTO, Dental Cert Expansion, Construction, HVAC, Culinary, Computer Info Tech, Industrial Technology, Accounting, Art, Business
- D. Programs not started: LPN-RN Program, Religion Dual Credit at COR/Mater Dei, Expanded Programming at ESLCC

Beginning July 2015 new leadership of College, reduction in staffing with loss of Dean of Student Success and budget impasse presented challenges to the forward progress of the Enrollment Management efforts of the College. The EM team continued their monthly meetings of the core team, however, the point teams ended their meetings. Faculty input was solicited with a resounding request to invest time and funding to improve the College's website. College faculty expressed plans to attend a monthly board meeting to share their concerns about the website. The EM team asked for opportunity

to promote the request through administrative communication channels and this request was taken to the Board of trustees and approved in Fall 2016.

In October 2016, the College President presented a plan for enrollment growth to the Board of Trustees. The plan included three areas of focus including: retention of current students, creation and promotion of new programs and maximizing growth in current programs. A significant improvement occurred in communication during this time with the completion of the information dashboards. Real time data related to current head-count and credit hour enrollment as well as other information was available to all staff from the Institutional Effectiveness department. The information dashboards have been updated as needs for data and information were requested by the Enrollment Management team. For example, at the beginning of the academic year (FY19) the dashboards were changed to include a credit hour and head count goal chart and separate dual credit hour and head count charts.

Leadership of the College changed in November 2017 and the new President has been active in Enrollment Management meetings and activities. Currently, plans for enrollment growth originate from a variety of places within the College. An Enrollment Management team meets to review current enrollments, assess ongoing strategies for growth, explore new opportunities for growth, develop strategies for growth and assign implementation responsibilities for the strategies. The team membership is representative of from all Divisions throughout the College. Enrollment data shared with President's Cabinet monthly and is accessible to all faculty and staff through the Institutional Effectiveness shared site. Enrollments for summer 2018 and fall 2018 did not decrease for the first time in the past five years.

# Strategic Enrollment Management Plan

## Preface

Enrollment management actions at the College are underpinned by the mission and the vision of the College and the following guiding principles communicating the importance of accomplishing student centered enrollment growth. These principles include:

- A. Strong belief that education and its pursuit changes lives of those who attain it
- B. Passion to open the door of education to all people, regardless of where they are to make them students and ultimately change lives
- C. Development and offering of programs which have high potential for employment or strong opportunity for transfer to a four year college/university guides new program development
- D. Student support which is inclusive and continual throughout all student contacts will increase student success
- E. Students are the most important consideration in everything which is done at the College
- F. Learning occurs in and out of the classroom
- G. Teaching prospective and current students about actions leading to success is a shared responsibility for all employees at the College.

## Process

Realizing the need for a formalized enrollment plan, a team of administration and staff attended a Strategic Enrollment Management (SEM) Workshop in February 2018 where a higher education expert on this topic (Christine Kerlin) led the group in steps of development of the plan. The expert spoke about the elements of an effective plan being:

- 1) Establish Relevance. Identify portions of the College's Strategic plan that are relevant to the enrollment position of the college.
- 2) Conduct an environmental scan.
- 3) Identify and explain the issues.
- 4) Select the most important issues and identify strategies to address those issues.
- 5) Set goals.
- 6) Identify tactics

- 7) Create an assessment, feedback, revision schedule.
- 8) Communicate through periodic meetings.

The SEM Plan work group consisted of the VP of Student Services, Associate Dean of Nursing and Health Sciences, Director of Student Engagement, Director of the Academic Center for Excellence, Director of Admissions, Registration and Dual Credit. This group met throughout 2018 to develop the strategies to be included in a SEM plan. The Dean of Institutional Effectiveness was invited to subsequent meetings and included in requests for information related to the environmental scan. This is an area of need for the college and plans are underway to accomplish this task. Other areas of the SEM plan development were continued through the regular Enrollment Management meetings. Progress was slow related to staffing changes at the College, including departure of the VP of Instruction and Dean of Institutional Effectiveness. Changes also occurred for the SEM plan work group including Associate Dean of Nursing and Health Sciences to Dean of Nursing and Health Sciences, Director of Student Engagement to Dean of Enrollment Services and Director of Admissions, Registration and Dual Credit to Regional Director of Education Centers (and Director of Nashville Education Center).

The SEM was established to accomplish the vision of the Enrollment Management Team. This vision is: Kaskaskia College is committed to enrolling, retaining, graduating and assisting in job placement of Career and technical education graduates, transfer students and non-traditional students. This will be accomplished by developing goals and implementing actions set forth in the Strategic Enrollment Management Plan. The first draft of the SEM plan was presented to the work group in January 2019 and shared with members of the Enrollment Management team. After this time the Instructional Services cabinet worked during their meetings to propose revisions to the plan. The proposed revisions included an outline of the plan to include five key areas of focus: student recruitment & enrollment, infrastructure and services, retain and graduate students on time, establish expanded data driven culture and marketing. The strategies identified by the SEM workgroup and Enrollment Management team were integrated into one

of the five key areas of focus. The SEM was presented to the Enrollment Management team in March 2019 and received approval from the team. Workgroups were identified for each area of focus who have been tasked with determining responsibility, timetable, resources needed, and applicable measurement for each strategy. Going forward the Enrollment Management team will meet every other month with the work group meeting in the alternate months. The initial SEM plan was approved in FY2019 as a five year plan. As with other plans in the organization, this plan exists as a living document through its lineage to the strategic planning process, and by internal design will continue to be a living document and will change in context with the input from internal and external variables.

Early in the development of the formal SEM plan a SWOT analysis (see below) was performed and shared with the entire Enrollment Management team for feedback and input. The SWOT analysis was a springboard for identification of action items in the SEM plan.

	Strength	Weakness
<b>Internal Origin</b> (attributes of the college)	Improved Morale Student-focused culture Small class sizes Faculty mentors Economic / low cost Quality programs Accessible Staff and Faculty Education Centers Online options (SARA) Fiscal improvement Facilities Community Education offerings	Technology resources & systems do not connect Early stages of assessment New Employee orientation/onboarding Processes – multiple hands stirring the soup (ex: getting a copy code) – avoid manual processes Lack of data access/resources Comprehensive marketing plan Better branding Lack of Department Level planning to support institutional planning. Resources for implementing process improvements (ex. prospect/manual process). No follow-up process consistency Colleague Utilization More need based Professional Growth and Development opportunities

External Origin (attributes of the environment)	Opportunity	Threat
	Apprenticeships Expanding Magna Track program 2+2 expansion Dual Credit expansion High School relationships Relationships with current businesses Tuition Reimbursement from businesses Adult Education – keep them enrolled after completion Articulation/explanation to prospective students on opportunities (2+2, WIOA, Placement testing, etc.) Missing recruitment of non-traditional students Missing recruitment of students with criminal background Expand online offerings Military partnership recruitment GECC Certificate with Foundation and Jumpstart promo Career Pathways documents Accepting nationally certified credit Continue to develop political allies	State of Illinois Fiscal Situation Unfunded mandates – change in accreditation standards Technology changes Stagnate population growth Completion and competitive marketing from neighboring states Lowest paying community college = difficulty recruiting quality instructors Stigma around quality of community college as understood by some referring partners Industry or businesses closing in the district Socio-economic myths (no money to go to school)

**Organization**

Five areas of enrollment were identified as key to continuing the growth of enrollment and expansion of services within the college. The SEM plan was organized under these key areas. Key area work groups have been established to refine strategies, assign responsibilities for actions, establish measures of success and assure alignment of strategies with institutional goals. The members of the workgroups are also Enrollment Management team members.

<b>Key Areas of SEM</b>
Student Recruitment & Enrollment
Infrastructure & Services
Retain & Graduate Students on Time
Establish/Expand Data Driven Culture
Marketing

Workgroups are meeting regularly to monitor accomplishment and results of the identified goals within each key area of the plan and report results to the full Enrollment Management team at meetings held every other month.

Goal	Responsibility	Timetable	Resources	Measurement	Notes	Institution Goal Identifier #

The Enrollment Management Team reviews data regarding enrollment on a regular basis and frequencies of review and measures of success our outlined in the SEM. An example of this data is retention, persistence and completion rates of Kaskaskia College’s students.

In FY 2014, quality measures for retention and completion were developed through established divisional teams led by the colleges Assessment Coordinator. The data for establishing the goals were secured from the National Community College Benchmark Project (NCCBP). A gap in results (comparable to the beginning years) occurred during the budget impasse years when the College was unable to pay for participation in the NCCBP.

As the SEM was developed, results of student success in meeting the FY2014 goals for persistence, retention and completion were reviewed and revised goals were established. Also, the KC Enrollment dashboards now include data regarding fall to fall and fall to next term retention for the past five years. Financial constraints were lessened at the College and participation in the NCCPB was resumed, and, to establish goals for

improvement, the Enrollment Management (EM) Team reviewed NCCBP data related to retention and completion and set College-wide targets.

The Enrollment Management Team established a goal for part-time student completion rate (150%) based on the past 5 years of completion data and the NCCBP 90th percentile completion rate for 2-year schools nationwide.

KC 5-year average (part-time)	NCCBP National Benchmark (part-time)	KC One-year Completion Goal (part-time)
37%	37%	38%

Retention goals for part-time students were also established based on KC 5-year averages and NCCBP benchmark data for 2-year schools. KC's 5-year average Spring-to-Fall retention rate falls below the 50th percentile of 62.23%, which is an attainable goal for the next academic year.

KC 5-year Fall to Spring average (part-time)	NCCBP Fall to Spring National Benchmark (part-time)	KC One-year Fall to Spring Retention Goal (part-time)
57%	62.23%	62%

KC's 5-year average Fall-to-Fall retention rate was just above the 25th percentile of 38.09% nationally. A goal of 40% should be attainable for the next year.

KC 5-year Fall to Fall average (part-time)	NCCBP Fall to Fall National Benchmark (part-time)	KC One-year Fall to Fall Retention Goal (part-time)
39%	38.09%	40%

The Enrollment Management Team established our 3- year completion rate (150%) for full time students based on the past 5 years of completion data and the NCCBP 90th percentile completion rate for 2-year schools nationwide.

KC 5-year average	NCCBP National Benchmark	KC One-year Completion Goal
35%	38.44%	38.44%

Retention goal were also established based on KC 3-year averages and NCCBP benchmarks for the 90<sup>th</sup> percentile.

KC 3-year Fall to Spring average (full-time)	NCCBP Fall to Spring National Benchmark (full-time)	KC One-year Fall to Spring Retention Goal (full-time)
84%	89.4%	89.4%



KC 3-year Fall to Fall average (full-time)	NCCBP Fall to Fall National Benchmark (full-time)	KC One-year Fall to Fall Retention Goal (full-time)
57%	65%	65%

The Enrollment Management Team established our 3- year completion goal (150%) for full time students based on the past 5 years of completion data and the NCCBP 90th percentile completion rate for 2-year schools nationwide.

KC 5-year average	NCCBP National Benchmark	KC One-year Completion Goal
35%	38.44%	38.44%

Retention goals were also established based on KC 3-year averages and NCCBP benchmarks for the 90<sup>th</sup> percentile.

KC 3-year Fall to Spring average (full-time)	NCCBP Fall to Spring National Benchmark (full-time)	KC One-year Fall to Spring Retention Goal (full-time)
84%	89.4%	89.4%

KC 3-year Fall to Fall average (full-time)	NCCBP Fall to Fall National Benchmark (full-time)	KC One-year Fall to Fall Retention Goal (full-time)
57%	65%	65%

Initial goals (for year one of the SEM plan) were established by reviewing all NCCBP results, however as goals were being established for years two through five a closer review was necessary to ascertain that the goals were reasonable. This was also possible as skills at using the NCCBP data base were honed and as there were multiple years of reporting to NCCBP since the budget impasse. A subcommittee of the EM team met to identify a process for establishing college wide goals for completion, retention and persistence and decided to identify a “like college” peer group that would be used for ongoing comparison of KC’s performance for these metrics. The peer group characteristics included colleges with similar demographic factors, rural single campus, public colleges, no four year degrees, IPEDS fall enrollment 2500-3700 and 30-40% Pell recipients. The peer group includes eighteen community colleges (Appendix B). Three of the colleges in KCs chosen peer group are Illinois community colleges so have additional similarities.

Beginning in the second year of the SEM plan a goal has been established that completion and retention results will be within the top three of the identified NCCPB peer group. Completion results for full time students in 100%, 150% and 300% of time will be reviewed and for part time students at 150% and 300% will be compared with the selected peer group. Retention and persistence results for full and part time students from fall to fall semesters and from fall to spring semesters will be compared. In light of our current position within the results for our peer group and the similarities of the community colleges, the Enrollment Management team believe that the goal established is attainable and reasonable. The multi-year goal is understandable and will be easily communicated to all employees of the College.

The SEM plan includes a timetable for reporting completion and full and part time retention results for Kaskaskia College students on a regular basis (See Appendix C). In September of each year, retention results will be reported to the Enrollment Management team by Director of Institutional Effectiveness. A report will be provided each February for fall to spring retention of students. A retention plan developed in FY2017 will be reviewed and integrated into the efforts of the Retain & Graduate Students on Time work group.

### **SEM Strategies and Actions**

Listed below are the strategies identified as significant in accomplishing enrollment management at the College. This strategies were identified in early 2019 and similar to all plans will continue to evolve and change. The strategies are moved to divisional annual plans for accomplishment during specific years of the SEM plan. A work plan with additional details is included with this plan (Appendix D).

#### **Student Recruitment & Enrollment**

- Identify, recruit, and enroll students, guided by KC enrollment targets

- Implement a robust recruiting program, which will continue to attract and enroll a diverse student population including both traditional and non-traditional students as identified by ICCB and IBHE
- Utilize Program Review Information to develop and implement a targeted district and regional recruitment program (HIT, Industrial Mgt, Residential and Commercial Electrical Program) supported by ongoing assessment of all current programs and potential program offerings
- Develop Career Services plan for regional need/impact
- Utilize KC alumni to help identify and recruit high school and non-traditional students
- Increase number of online only programs and students
- Identify recruitment targets for Education Centers and enlist Directors in recruitment efforts
- Promote greater access to educational programs at KC through widespread of financial aid options, in a timely and accurate manner
- Develop packaging strategies that provide prospective and continuing students with reassurance of aid, in a timely manner, which attracts and retains students by removing the burden of paying for college
- Improve the awarding and scholarship tracking process (in process) for Foundation Scholarships
- Promote greater access to employer tuition reimbursement by developing strategies to increase the proportion of KC students utilizing tuition reimbursement by employer.

### **Infrastructure & Services**

- Develop a strategic plan for use of space for programs or other events.
- Develop intentional, purposeful, and focused scheduling based upon student needs including on time completion
- Develop effective communication and planning throughout the enrollment management team and campus

- Develop strategic onboarding process for all new faculty and staff. Provide "Every Student Matters" training for all faculty and staff.
- Establish self-service reporting and access options for data. Also, establish process for e-tickets for IE, similar to IT for all data requests.
- Establish communication system to be utilized by all involved in student services

### **Retain & Graduate Students on Time**

- Review and Report data compared to retention/persistence/completion (PRC) goal annually
- Increase the number of Co-requisite English and Mathematics courses offered to reduce the number of freshman students entering developmental education courses.
- Increase the number of 2+2 agreements with partner universities to recruit and enroll students whose goal is to transfer
- Develop a clear process for transfer students.
- Establish improved first-year student integration process
- Evaluate our co and extra-curricular activities to provide students with opportunities to develop social awareness and build relationships with other students and employees.
- Evaluate current retention efforts and tools to ascertain effectiveness in improving retention and completion.
- Establish curriculum maps that outline course sequencing, semester by semester for all programs so students can complete on time.
- Improve quality and quantity of tutoring services available to students.
- Implement a continual career component into all programs regardless of CTE, Allied Health, or transfer
- Offer resume building and exit interviewing workshop to every student in the final semester
- Revise graduate job placement survey process to know student success in securing jobs after graduation and communicate annually

- Improve graduation process for students, test and implement new online graduation application put out by Colleague
- Stop Out communication implemented per semester: communicate with students who applied for graduation and not complete in efforts to recruit them back for completion
- Review and report data compared to retention/persistence goal annually
- Continually improve student satisfaction

### **Establish, Expand Data Driven Culture**

- Research all current and potential systems and resources to ensure KC is making data-driven decisions.
- Capturing and Defining prospect contacts and conversions/ Evaluate and Improve current Ellucian Infrastructure (CRM)
- Establish data glossary of terms and implement institution wide
- Track special populations, disaggregate data, establish targets
- Defining data resources that could be available to faculty
- Institutional commitment to resources for data acquisition, and analysis
- Training for data collection and interpretation
- Develop EM dashboard for completions and annually report program completions as an item in Program Annual report.

### **Marketing**

- Establish procedure for what steps to market all new courses/programs
- Identify marketing strategies based on ICCB 5-year Program Review
- Develop marketing plan for all Ed centers
- Develop process for selecting students/graduates to share success stories
- Develop marketing plan for career clusters for all high school and undecided students.

- Develop marketing plan for guided pathways for all incoming freshmen in AA, AS, AAS, AES, AFA
- Develop a marketing strategy that tracks effectiveness of marketing
- Establish and promote a consistent institutional image/brand that focuses on academic quality, achievement, and customer service
- Create and coordinate marketing and recruitment plan for continuing education, community education

## Summary

This Strategic Enrollment Management (SEM) Plan described the process by which Kaskaskia College reviewed, revised, and created a document that will help guide the institution as it improves enrollment in classes and programs of the College. Strategies identified will be implemented over the five year time frame of the plan and continual measures of success will be reported through the Enrollment Management and campus wide.

The plan described in this document will provide strategies for student recruitment and enrollment, infrastructure and services, retaining and graduating students on time, expanding the data driven culture and marketing. The key areas of the SEM plan will assist the College in meeting the established institutional goals. The link to the College's three-year strategic plan will be evident as strategies on the SEM are included in it and plan should evolve and change as needed existing as a living document.

The Enrollment Management team will meet regularly for review of student enrollments and opportunities for growth of credit hours within the organization. However, the team will continually carry out the strategies identified in this plan and assess the outcomes identified. Strategies from the SEM plan will be identified on annual plans for applicable divisions and also be reviewed quarterly with the annual plan review presented to the board.

# **Strategic Enrollment Management Plan Appendices**

## Appendix A

### Glossary

#### Completion:

A measure of completed degrees and certificates conferred annually. This measure is reported in IPEDS data and to NCCBP by race/ethnicity, gender, field of study. Data is reviewed regarding length of time to completion (100%, 150% and 300%) and student status of full and part time.

#### Retention:

##### Fall to Spring

Number of full time credit students that enrolled in the fall semester and enrolled in the following spring semester less the number of full time credit students that graduated or completed certificates in the fall divided by the number of full time credit students enrolled in the fall.

Number of part time credit students that enrolled in the fall semester and enrolled in the following spring semester less the number of part time credit students that graduated or completed certificates in the fall divided by the number of part time credit students enrolled in the fall.

##### Fall to Next Fall

Number of full time credit students that enrolled in the fall semester and enrolled in the following fall semester less the number of full time credit students that graduated or completed certificates before the next fall divided by the number of full time credit students enrolled in the fall.



Number of part time credit students that enrolled in the fall semester and enrolled in the following fall semester less the number of part time credit students that graduated or completed certificates before the next fall divided by the number of part time credit students enrolled in the fall.

Persistence:

A measure of the act of students continuing towards an educational goal (NCS Research Center). Persistence is what a student does to continue on in their educational progress. Retention and persistence goals, are the same in that the student who is retained from semester to semester is persisting. NCCBP does not use retention in definitions of data to be collected.

## Appendix B

### NCCBP Peer Group Colleges

Barton County Community College	Kansas
East Central College	Missouri
Fletcher Technical Community College	Louisiana
Garden City Community College	Kansas
Hagerstown Community College	Maryland
Illinois Valley Community College	Illinois
Jefferson College	Missouri
Jefferson Community College	New York
Kankakee Community College	Illinois
Kishwaukee College	Illinois
Louisiana Delta Community College	Louisiana
Mineral Area College	Missouri
North Iowa Area Community College	Iowa
Oklahoma State University Institute of Technology	Oklahoma
Reading Area Community College	Pennsylvania
Richland Community College	Illinois
Three Rivers College	Missouri
Western Nevada College	Nevada

## Appendix C

### Reporting and Review Timeline

<b>Goals</b>	Bi-Monthly- even months	Semi-Annual	Annual September
<b>Enrollment Targets</b>	Enrollment Management Team		Campus wide President's Report Board of Trustees
<b>Completion</b>			Enrollment Management Team Campus wide President's Report Board of Trustees
<b>Retention</b>	Historical data IE Dashboards	Enrollment Management Team February –fall to spring September –fall to fall	Campus wide President's Report Board of Trustees
<b>Persistence</b>		Enrollment Management Team February –fall to spring September –fall to fall	Campus wide President's Report Board of Trustees

## Appendix D

### SEM Work Plan Workbook

#### SEM 1 Recruit-Enroll

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<p><b>Identify, recruit, and enroll students, guided by KC enrollment targets</b></p> <p>*Research, select, and acquire a CRM tool</p> <p>*Identify target recruitment populations and establish headcount recruitment goals</p>	<p>Student Services, IT</p> <p>SEM Committee, Student Services (recruitment), IR</p>	<p>Include product in FY21 budget proposal for implementation in FY21</p> <p>Establish goals Spring 2020. Assess enrollment targets and set new goals Fall 2020.</p>	<p>Financial impact to budget, staff time</p> <p>Staff time, IR data support</p>	<p>Implementation of CRM</p> <p>Assessment of enrollment data</p>
<p><b>Implement a robust recruiting program, which will continue to attract and enroll a diverse student population including both traditional and non-traditional students as identified by ICCB and IBHE</b></p> <p>*Identify adults who began but didn't complete to target to return</p>	<p>Student Services, IR</p>	<p>Annually during summer 2020</p>	<p>Staff time, IR reports, possible marketing resources/ mailing costs</p>	<p>Establish baseline and goal with review of population size summer 2020</p>
<p>*Increase Adult Ed student attrition to college level programs</p>	<p>Adult Ed, Student Services</p>	<p>Ongoing</p>	<p>Staff time, marketing resources</p>	<p>Increase Adult Ed enrollment by 20% for FY21</p>

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
*Review demographic data of district vs. student to assess equity gaps and develop diversity recruitment initiatives	SEM committee, IR, Perkins	Fall 2020	Staff time, IR reporting, marketing resources	Data of regional diversity/demographics vs. student population

<p><b>Utilize Program Review Information to develop and implement a targeted district and regional recruitment program (HIT, Industrial Mgt, Residential and Commercial Electrical Program) supported by ongoing assessment of all current programs and potential program offerings</b></p> <p>* New program marketing checklist with new program approval.</p> <p>*Annual SEM program review to evaluate 5 year program review data to identify SEM related needs and delegate to teams to develop targeted initiatives.</p>	Instructional Services	Implement for Fall 2020	Staff time, marketing resources	Completed checklist tool
	Instructional Services, SEM, Curriculum Council	Presentation to SEM Summer 2020	Staff time	Process completed info disseminated to SEM Teams
<b>Develop Career Services plan for regional need/impact</b>	Dir. Workforce Engagement	FY21	Staff time, travel	Development of plan

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<p><b>Identify recruitment targets for Education Centers and enlist Directors in recruitment efforts</b></p> <p>* Explore feasibility for targeted recruitment for home schooled students</p> <p>* Collaborate with IT and instructions Services regarding future of distance learning classes and use of distance learning technology</p> <p>* Increase community education and KICK offerings and participation at each education center including highest requested topics from survey</p>	<p>Regional Director of Education Centers, VP of Student Services, Dean of Enrollment Services, Education Center Directors</p> <p>* Regional Director of Education Centers, Dean of Enrollment Services, Institutional Research</p> <p>* Regional Director of Education Centers, Vice President of Instruction, Chief Information Officer</p> <p>* Regional Director of Education Centers, Education Center Directors, Community Education</p>	<p>Plan in place by Summer 2020</p> <p>August 2020</p> <p>Ongoing</p> <p>Data provided by March 1. Calendar developed by May 1</p>	<p>Staff time, IR/data reports, marketing resources</p> <p>Staff time</p>	<p>Regional snapshot of homeschooled population</p> <p>Development of calendar and establish benchmark data FY20 for establishment of goals for FY21</p>

<p><b>Promote greater access to educational programs at KC through widespread of financial aid options, in a timely and accurate manner</b></p>	<p>Financial aid</p>	<p>FY20</p>	<p>Staff time, travel, marketing resources</p>	<p>Workshop completion and effectiveness data</p>
<p>*expand student aid outreach and education for families</p>				

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Develop packaging strategies that provide prospective and continuing students with reassurance of aid, in a timely manner, which attracts and retains students by removing the burden of paying for college</b>	Financial Aid - lead, IT	Strategy in place by October 2019 for Fall 2020 admissions	Personnel time, myKC for student access	Strategy implemented
<b>Improve the awarding and scholarship tracking process (in process) for Foundation Scholarships</b>	Foundation, Financial Aid, IT	Strategy in place by October 2019 for Fall 2020 admissions	Staff time, myKC for student access	Finalized award offers earlier
<b>Promote greater access to employer tuition reimbursement by developing strategies to increase the proportion of KC students utilizing tuition reimbursement by employer.</b>	Career Services - lead; marketing committee	Some components implemented by Fall 2019	Staff time	

SEM 2 Infrastructure

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<p><b>Develop a strategic plan for use of space for programs or other events.</b></p>	<p>Jennings Carter</p>	<p>Development of a 15 year Master Facilities Plan by March 2020.</p>	<p>Physical Plant Staff (Jennings Carter, Construction Project Management Firm, George Evans)</p>	<p>Development and approval of 15 year Master Facilities Plan.</p>
	<p>Instructional Services Team</p>	<p>Instructional Services New Program Planning Process developed and connected to approval process created by March 2020.</p>	<p>Instructional Services Team</p>	<p>Creation of New Program Planning process for all new program approvals.</p>
	<p>IT</p>	<p>Implementation of 25Live by Spring 2020 (replaces R 25 and will allow you to schedule all areas of the college)</p>	<p>IT staff time</p>	<p>Implementation of 25Live</p>

<p><b>Develop intentional, purposeful, and focused scheduling based upon student needs including on time completion</b></p>	<p>Instructional Services, Student Services</p>	<p>Fall 2019-March 2020 – Phase I Education Center Schedules (SU 2020, FA 2020, SP 21)  March 2020-March 2021 – Phase II – Phase II - Main Campus Schedules (SU 21, FA 21, SP 22)</p>	<p>Instructional Services/Deans Time/Faculty Leadership Time  Education Center Directors Time  Transfer Advisors/Advisors time  IT and Student Services Team  Budgetary consideration: New Student Planning Module Software</p>	<p>1) Lower number of cancelled schedules at the start of a term 2) Lower number of low enrollment/Independent study sections 3) Increase in “On time graduation rates” for both students changing major and not changing major  Established process to ensure scheduling does not restrict completion</p>
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GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<p><b>Develop effective communication and planning throughout the enrollment management team and campus</b></p>	<p>SEM 2 Committee, Instructional Services, Student Services, Administrative Services, Executive Services</p>		<p>Checklist</p>	<p>Completion of communication plan/process and communication to internal stakeholders</p>
<p><b>Establish self-service reporting and access options for data. Also, establish process for e-tickets for IE, similar to IT for all data requests.</b></p>	<p>Institutional Effectiveness - lead; Information technology, ADIA</p>	<p>Fact Sheet for Key Data launched by IE by Spring 2020.</p> <p>E-Ticketing – Phase I –creation of a SharePoint Ticket by fall 2020.</p>	<p>myKC, database resources</p>	<p>Establish baseline requirements. Establish functionality. Working ticketing process.</p>

SEM 3 Retention

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Review and Report data compared to retention/persistence/completion (PRC) goal annually</b>	Enrollment Management Team	Annually: September for F2F and February for F2S. Monthly at EM meetings. Spring for program-specific data.	Dashboards on myKC IE site, Program Review documents	Ongoing schedule created for specific retention data. Review and report data
<b>Increase the number of Co-requisite English and Mathematics courses offered to reduce the number of freshman students entering developmental education courses.</b>	Instructional Services	Begin Fall 2019, explore year-to-year for 2020-2023	Data, faculty resources, training	Offer 4 courses for Fall 2019, future years to be determined.
<b>Increase the number of 2+2 agreements with partner universities to recruit and enroll students whose goal is to transfer</b>	Instructional Services, Student Services	Begin Fall 2019, additional 2+2 annually TBD	Personnel time, faculty resources, external conversations, training, marketing, data system updates	100 2+2 by FY2021
<b>Develop a clear process for transfer students. Develop 2+2 process/transfer guides.</b>	Student Services, Instructional Services, Education Centers	Fall 2020	Process maps, website, marketing materials	Framework for transfer processes complete
<b>Establish improved first-year student integration process</b>	Student Services, Instructional Services	ongoing assessment of current NSO, pilot in a future fall semester	Personnel time, resources pertinent to NSO and courses.	Process in place

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Evaluate our co and extra-curricular activities to provide students with opportunities to develop social awareness and build relationships with other students and employees.</b>	Student Services	Annual student life report/review of co-curricular opportunities for students.	Student Life rep,	Assessment data from co-curricular, student survey items relating to co-curricular, report
<b>Evaluate current retention efforts and tools to ascertain effectiveness in improving retention and completion.</b>	Enrollment Management Team, ACE Director (Laura Vahlkamp)	Ongoing time covered by this strategic enrollment plan.	Data	Fall 2019 review of retention plan and integration of strategic enrollment plan*
<b>Establish individualized educational plans that outline course sequencing, semester by semester for all students.</b>	Instructional Services, Student Services, IT, and institutional effectiveness	Ongoing-review effectiveness at plan renewal.	Degree audit, Ellucian planning module, and personnel	Measurement target to be developed at implementation of Ellucian module
<b>Improve quality of tutoring services available to students.</b>	Student Services, ACE, Tutoring Learning Center (TLC)	Fall 2019	Survey and assessment tools, personnel time	Increased utilization of tutoring services and Student feedback on surveys
<b>Implement a continual career component into all programs regardless of CTE, Allied Health, or transfer</b>	Director of Workforce Engagement & Career Services, Academic Deans, Program Coordinators	Beginning Fall 2020	Consistent documentation regarding presentation of Career Services to students. Resources for resume building, job seeking behaviors and interviewing.	By 2024 (end of academic year) all programs will have a career component.

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Offer resume building and exit interviewing workshops to every student in the final semester</b>	Director of Workforce Engagement & Career Services	Beginning Spring 2021	Resources for resume building and job-seeking behaviors	50% of non-transfer students completing a degree or certificate will participate in resume building and interviewing workshops by the end of their final semester.

<b>Revise graduate job placement survey process to know student success in securing jobs after graduation and communicate annually</b>	Director of Institutional Effectiveness, Director of Workforce Engagement & Career Services, Direction of Institutional Advancement	Fall 2020 for job placement survey	Personnel time, survey monkey software	Response rate for survey of % each year, annual communication to alumni
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<b>Improve graduation process for students, test and implement new online graduation application put out by Colleague</b>	Registrar, IT Department	Spring 2019	Datatel software, personnel time, IT support	All students applying for graduation will have access to online graduation application and complete the process. 100% of applications for graduation will be completed through the online graduation application process.
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GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<p><b>Stop Out communication implemented per semester: communicate with students who applied for graduation and not complete in efforts to recruit them back for completion</b></p>	<p>Dean of Enrollment Services, Registrar, Director of Institutional Effectiveness</p>	<p>Beginning Spring 2019</p>	<p>Personnel time, customized reports through Datatel, IT support, TextUs application</p>	<p>100% of students who have applied for graduation and do not meet credit hour requirements for graduation will be contacted and provided encouragement to return to KC and name of contact person.</p>
<p><b>Continually measure student satisfaction</b></p>	<p>All staff and faculty. VP of Student Services, Dean of Enrollment, Director of ACE</p>	<p>Ongoing</p>	<p>Personnel time, Survey Monkey Software, PG&amp;D training time-- Safe College software.</p>	<p>Each department sets a measurable goal using data from past surveys.</p>

SEM 4 Data Culture

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Research all current and potential systems and resources to ensure KC is making data-driven decisions.</b>				
<b>Capturing and Defining prospect contacts and conversions/ Evaluate and Improve current Ellucian Infrastructure (CRM)</b>	Amy Troutt - lead. Student Services, IT, IE	Begin exploring Spring 2020, implementation Fall 2022 (preliminary)	Prospect Module in Ellucian, Datatel training	Implementation of CRM
<b>Establish data glossary of terms and implement institution wide</b>	Alan Boerngen - lead; campus community	Begin Summer 2019, Complete by Fall 2022	Tables in RDEL	Glossary completed and disseminated, tables in RDEL.
<b>Track special populations, disaggregate data, establish targets</b>	IE - lead, Student Services	Begin Spring 2020	Dashboard/Reports on myKC	Define special populations. Targets established.
<b>Defining data resources that could be available to faculty</b>	IE - lead, Faculty, Student Services	Begin Summer 2019, training for faculty at August 2019, ongoing monitoring of reporting	Dashboard/Reports on myKC, oversight committee?	Tracking report access numbers
<b>Training for data collection and interpretation</b>	IE, Assessment office	Spring 2021 implementation of some dashboards.		

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Develop EM dashboard for completions and annually report program completions as an item in Program Annual report.</b>	IE		Program Review - FY19	

SEM 5 Marketing

GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Establish procedure for what steps to market all new courses/programs</b>	Marketing, Instructional Services	Fall 2019	Travis, Jamie, Lynda	Process map in place.
<b>Identify marketing strategies based on ICCB 5-year Program Review</b>	Instructional Services, Marketing	Ongoing as feedback report from ICCB is received.	Personnel time	Annually, complete a review.
<b>Develop marketing plan for all Ed centers</b>	Marketing, Executive, Ed Center Directors, Cheryl Boehne	Start after feasibility study, creation of Ed-Center-specific enrollment plan.	Personnel time; Budget for Marketing	Evaluation of usage/schedule/enrollment as baseline.
<b>Develop process for selecting students/graduates to share success stories</b>	Marketing, Instructional Deans	Fall 2019	Personnel time; MyKC?	Process map in place.
<b>Develop marketing plan for career pathways for all incoming freshmen in AA, AS, AAS, AES, AFA</b>	George Evans, Dr. Becker, Amy Troutt, Travis Henson, IT	In progress Spring 2019, completion Fall 2021	Personnel time	Template complete. Marketing materials and website aligned with cluster.
<b>Develop a marketing strategy that tracks effectiveness of marketing</b>	Marketing, Alan Boerngen, IT	Summer 2020	Personnel time; IT resources, IE dashboards.	Metrics for different media developed, tracking schema developed, baseline data established.



GOAL	RESPONSIBILITY	TIMETABLE	RESOURCES	MEASUREMENT
<b>Establish and promote a consistent institutional image/brand that focuses on academic quality, achievement, and customer service</b>	Marketing, President's Cabinet, Faculty leadership	Summer 2021	Faculty/Staff manuals, ICCB Style guide,	Brand style guide developed, plan in place. (mascot)

<b>Create and coordinate marketing and recruitment plan for continuing education, community education</b>	Marketing, Cydney Richardson, Cheryl Boehne	May 2020 for marketing materials for summer, FY 2021 for calendar	Materials budget	Incorporation into Marketing Calendar.
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