

**Strategic Enrollment Management Planning Document  
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**Created by the Onondaga Community College Enrollment Council  
2007-2008**

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# **Strategic Enrollment Management at Onondaga Community College 2008-2011**

***A data driven strategic enrollment management plan will be initiated that will enable the College to determine, achieve and maintain optimum enrollment and consequently, effective financial planning.***

The success of a SEM campus is dependent upon the ability of ALL college employees to recognize and embrace their role in the recruitment and retention of students who most benefit from an Onondaga education. All departments within the college should reference areas within this plan when developing departmental goals and objectives; however, the goals outlined in this document are not all inclusive. This plan represents the guiding principles that are congruent with the college's strategic plan timeframe with many of the stated goals already in process and visible in departmental operational plans. The Enrollment Council will use this document to guide its work in monitoring progress of SEM goals with a review and update to this plan in spring 2011. The 2008-2013 Facilities Master Plan also plays a key role in complementing the work outlined in this document and correlates directly with the need to have facilities that support the academic success of students.

The Enrollment Council, in consultation with leaders throughout the campus, will review all available data and appropriate research, both quantitative and qualitative, to establish optimal enrollment within the academic context of the college. Establishing enrollment objectives that are congruent with the college's mission and values, space availability, availability of qualified faculty in the community, responses to the local job market and student demand and available resources (human, financial, and capital) will be critical for the college to address in order to truly practice Strategic Enrollment Management.

The Key Performance Indicators set out in the College's Framework for Success 2006-2011 will be the quantitative measures by which the success of this work can be measured. Additionally, as the college embarks on an enhanced plan for institutional effectiveness, the SEM plan will need to be included and integrated into assessment planning. New community demands may require us to shift priorities but the major components of this plan should not change. The 6 areas identified below are themes to guide the college's efforts towards maintaining a healthy enrollment. Proper planning will assist in striking a balance amongst student and community needs and securing the adequate resources available to meet this demand within the college's mission; *offering high quality programs and services accessible to our diverse citizenry, empowering individuals to explore and discover their inherent potential and to transform themselves to live, work and thrive in our global community.*

## *Executive Summary*

In 2006 the college set a goal of enrolling 10,000 students by 2010. As of fall 2007, the college served 11,130 students meeting this enrollment goal 3 years early. The science and art of enrollment management is a delicate balance predicated on historical trends mixed with creating a predictive model that is subject to external forces beyond the college's control.

Strategic enrollment management is meant to balance projections by understanding the impact of our program offerings, enhancing our learning environment and improving the quality of service to students. Targeting students who will most benefit from an Onondaga education is the center of our recruitment and retention strategies. The themes presented in the Strategic Enrollment Management plan provide a framework to guide the college's planning

### **Projections to 2012 and beyond-Assumptions**

1. The college will support learning by expanding classroom spaces, improving access to technology tools for teaching and implementing strategies to improve the success of our under prepared students
2. Staffing will support increases in enrollment, particularly instruction and support services (academic and personal)
3. Retention rates from fall to fall improve annually by 2%
4. The initiatives set forth to improve academic advisement, degree completion and student engagement will be supported
5. The Presidential Scholars program is funded and enacted
6. The college will proceed with enhanced facilities such as the Sports Arena and playing fields to support athletic offerings and enhanced student life-therefore attracting more students as a first choice college option
7. The college will support the creation of additional online programs and services
8. The college will support additional housing to accommodate the growing demand in and out of our primary service area
9. Demographic downturn will remain as predicted- the number of high school graduates will peak in 2009 and decline 12% by 2013
10. Adult learners continue to be a target population to meet our mission and increase this population in order to sustain enrollment when the demographics shift
11. The expansion of a north site location could substantially increase the college's population of part time learners/non degree seekers

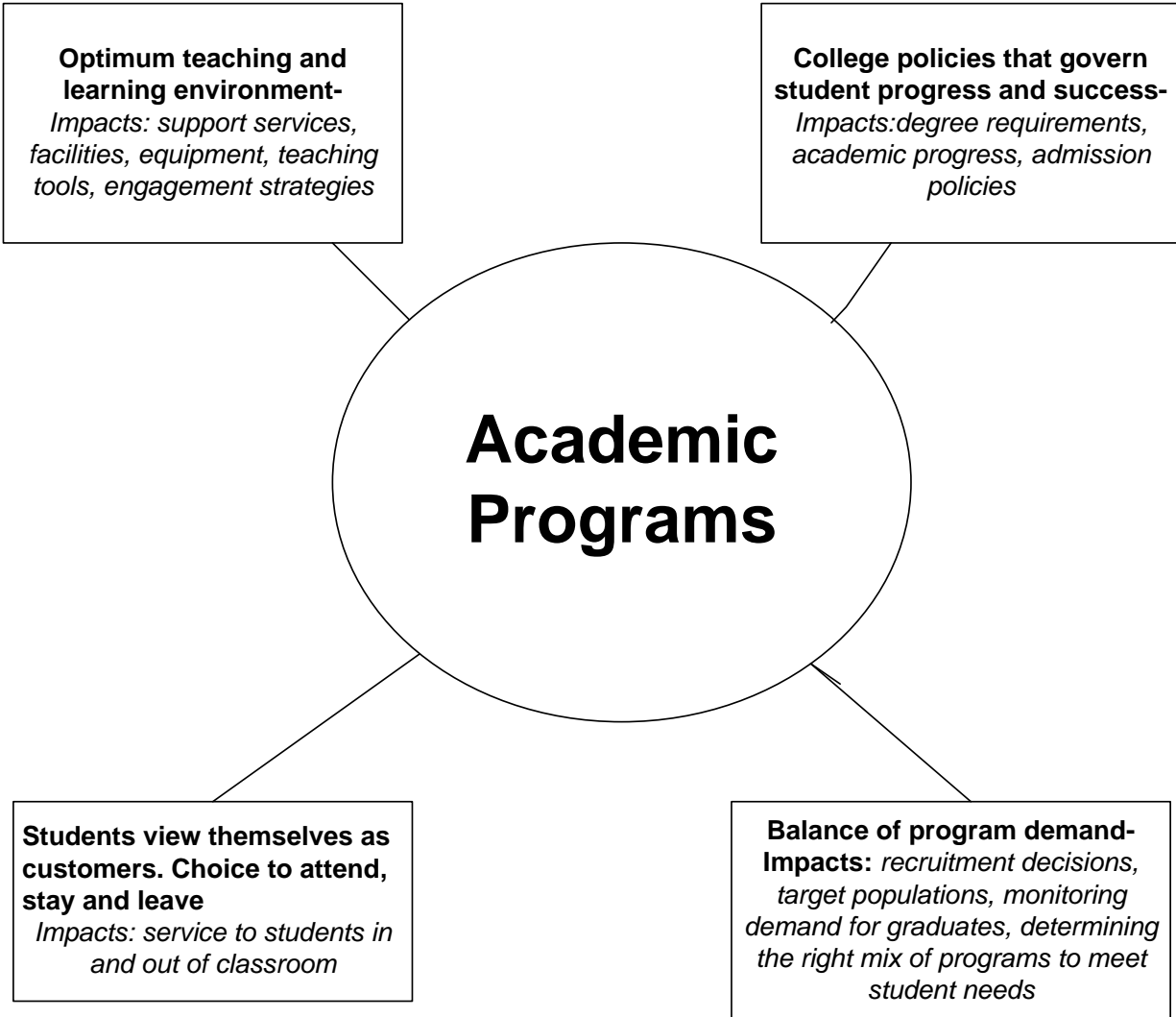
12. Creation of the Regional Higher Education Center will include creative partnerships to retain more students to graduation
13. Concurrent enrollment programs in local high schools will continue to be supported
14. Disney International continues to grow

**External forces that may change enrollment projections in either direction**

1. Returning veteran population- although no complete figures are available, there are a significant number of veterans who will be returning within the next 2-5 years dependent upon the Presidential race outcome and subsequent strategies
2. Destiny USA project continues to grow- the labor force may continue to shift should there be significant movement in creating Destiny as a destination for travel and tourism as well as new workers moving into the community therefore changing the expected population downturn
3. The “Green Initiatives” in Central New York-new industry may attract new workers and therefore increase the community’s population, changing the expected population downturn. Also brings increased opportunity for enrollment in new programs through the sustainability institute and proposed programs in the “green collar” workforce
4. Funding for SUNY becomes more challenging in light of New York State budget- operating budgets could get tighter leaving the institution to rely more heavily on tuition and outside funding
5. The country’s economy continues to sour, international conflicts worsen and resources are scarce- all dire statements but can effect college going rates and inversely effect community college enrollment; more part time students and retraining opportunities

Overall, Onondaga Community College is well positioned to grow to close to 15,000 students by 2018 with a combination of improved retention rates, steady enrollment growth of traditional aged students through improved student life offerings, enrollment growth of adult learners through expanded extension sites, contract courses and training programs, and expansion of online programs. The country’s economic status with a trickle down to central New York provides a degree of vulnerability and makes these projections subject to external forces.

**The SEM plan centers around the  
academic programs**  
*The plan addresses the factors that influence enrollment*



## **SEM 1: Academic program support and development**

At the core of strategic enrollment management is planning for academic offerings to attract and retain students at the college. High quality programs with multiple modes of delivery, will be supported by the college and consequently provide opportunities to engage students in exploring their interests, discovering their talents and transforming their lives. Plans for academic programs and future development will be conducted in a data rich environment that utilizes the college's strong assessment culture along with external analysis that ensures program offerings are in synch with job market trends and preparation for transfer and employment opportunities.

### Goals:

- Results of the Program Mix process will inform decisions for recruitment and retention strategies, program specific marketing, new program offerings and decisions to eliminate obsolete programs
- The 11 degree programs offered online by 2011 will be those in highest demand, are cost effective, and most appropriate for online delivery. These 11 programs will be promoted in the college's service area as well as outside of the state and country
- The development of extension sites will include evaluation of demand to ensure that courses and programs directly support the College's program mix and enrollment goals
- The development of the Regional Higher Education Center will complement the academic program offerings on campus as well as respond to community needs by offering our graduates as well as community residents the chance to complete advanced degrees within their own community and advance the academic achievement of the citizens of the Central New York Region
- The College's Academic Master Plan will guide the direction and operation of the educational services division with enrollment health as a positive outcome of a comprehensive approach to high quality programs and services for students
- A Freshman Year Experience will be implemented to better prepare all students for academic success at Onondaga and beyond
- Careful course section analysis will occur to create a master schedule that meets student need and can accommodate patterns of enrollment growth and stabilization
- High quality facilities that support the academic programs will be carefully planned and aligned with the enrollment health of the institution

## **SEM 2: Admission and Financial Aid policies and practices**

The college community will recognize its role in the recruitment of prospective students and engage in appropriate activities to positively connect and engage students early and often. Recruitment strategies will include multiple methods and mediums of communication. The college's recruitment plan will continue to guide the activities coordinated by members of the Admission office and enhancements to this plan will be ongoing to meet the college's goals. Contacts with prospective students and parents are personal and connect students with various resources (staff, faculty, students and alumni) and are tracked in a meaningful way in one database to provide detailed reports to analyze recruitment activities and determine successes and future directions. The admission operation will continue to strive towards becoming a paperless environment to improve records access and service to students and include workflow capabilities that are inclusive of faculty and staff outside of the admissions office when appropriate. The recruitment team will collaborate with representatives from all areas of the college to ensure information provided to prospective students is accurate and properly tells "the story" of

Onondaga. Additionally, they will continue to work closely with community leaders to act as resources on the value of a community college education. Financing an OCC education guides strategies to improve communication with prospective and current students on the resources available internally and externally. Staffing levels in financial aid will be supported to ensure there is ample opportunity to provide the personal approach in counseling students about financing an Onondaga education.

Goals:

- Admission policies will be reviewed in the context of student retention to ensure the college seeks to attract and enroll students whom it can most effectively serve
- The office of recruitment and admission will implement a comprehensive prospective student communication plan that provides highly targeted messages utilizing web, print and phone contact that is personalized, comprehensive, and delivered in a timely fashion.
- The prospective student communication plan will be delivered by a customer relation management (CRM) system that interfaces with the college's enterprise system, Colleague, to ensure the creation of a funnel report to track the success of recruitment activities.
- Current students will be integrated into the recruitment plan as student ambassadors, and connections will be provided through face to face, phone and web tools that meet the communication needs of prospective students
- An alumni network will be established and used by the recruitment staff to promote the outcomes of an Onondaga education
- A key theme of recruitment materials and activities will be stories of success
- Financial aid policies will be reviewed to determine if they best meet student and institutional need, with effective and efficient service to students being a primary driver to any suggested changes
- Financial literacy will be the focus of workshops provided by the financial aid staff in collaboration with other campus experts in financial planning
- Financial aid awards will be delivered in a timely fashion through electronic notifications of awards and missing documents, and the ability to accept awards online
- Scholarship dollars are awarded strategically to attract students who in addition to having financial need are also likely to succeed
- Marketing and advertising campaigns will be implemented in support of SEM goals and focus on targeted audiences and programs that best meet institutional priorities

### **SEM 3: Planning and support for student success**

Incoming students at OCC will be provided easy access to their academic plans and records to improve their ability to monitor progress and meet their educational goals. Intentional and regular communication with students will continue beyond the recruitment process. Academic advisors and mentors will be provided the tools necessary to assist students throughout their education in ways that appeal to multiple types of students. Strong orientation and transition services, including but not limited to personal counseling, academic skill strengthening and a comprehensive student life program, will provide students the necessary guidance and support to be successful in and out of the classroom. Attention to student activities including athletics, intramurals, students clubs and organizations and opportunities for service learning, study abroad and others will remain an important part of a student's experience. Retention to student goals will be at the forefront of all initiatives, and support services will be intrusive and measurable to ensure that limited resources are allocated in direct support of students' needs. The Student Services Master Plan serves as a guide in providing a comprehensive plan in support of student success.



## Goals:

- New student orientation will be required for all first-time, full-time students and will include programs to assist students in developing a personalized educational plan
- The E-advising and smart registration tools in Colleague will be incrementally rolled out in all degree programs
- A summer transition program will be developed to improve retention of high risk students
- An academic support program will be developed to provide intrusive services to students not eligible for EOP but in need of similar services
- An advisement plan will be created to more intrusively assist undecided students with the development of educational and career plans
- Strategies to address the growing number of students with mental health issues will be implemented to support student success
- A tracking system in the counseling department will be created to better understand the counseling support needs of students
- A comprehensive plan will be developed to respond to an early alert system for students at risk of dropping out
- Promotion of articulation agreements with four-year colleges and universities will be proactive and will become part of recruitment and retention strategies
- A survey of students who withdraw (officially and those who drop out) will be conducted each semester to understand the issues that impact student persistence
- The Athletic Master Plan will guide future development of athletic activities and facilities that support intercollegiate play and are high quality and meet student needs
- Development of a comprehensive array of student activities that accommodate the diverse student body and complement their academic experience will be supported and financed appropriately.
- Construction of the College's field house/recreation center will become central to supporting a variety of student and community activities to enhance student life and personal growth

## **SEM 4: Quality service to students**

High quality service to students will begin long before the student begins coursework and will be maintained throughout the life of the student's experience at Onondaga. A student centered environment will mean that employees are well trained, supported, and can effectively do their jobs to support student success in and out of the classroom. Maintaining a high quality service culture will support the college's current and future goals and provide allegiance to the institution, which will build a strong alumni base for sustaining college giving and fund growth.

## Goals:

- A thorough evaluation of the college's self service tools will occur to determine enhancements that will maintain a "high tech, high touch" environment for students
- All front line staff in enrollment and student services will undergo a continuous learning program that is informed by regularly solicited feedback from students
- Staffing levels in all service areas will be evaluated to ensure appropriate resources in response to enrollment growth and retention efforts
- To the extent that resources allow, office space will be conducive to a productive work environment and will correspond to the type of work being completed

- Online point of service evaluations will be ongoing to ensure an effective approach to meeting student service needs
- A bi-annual comprehensive assessment of incoming students experiences with the enrollment process will help inform the service areas of strengths and areas of improvement
- Campus spaces will be well maintained and conducive to student learning and life outside of the classroom
- Access to technology both in and out of classrooms will continue to be assessed in relation to enrollment patterns and student need

### **SEM 5: Campus climate in support of student success**

Student satisfaction and healthy enrollment will likely correlate with a positive campus climate where employees are satisfied with their work environment and feel empowered to provide top quality service to students. The College's Diversity Master Plan will provide a road map for all employees regarding ways to strengthen the college's commitment to a diverse and inclusive workforce and student body. All employees will work together to ensure that the work environment supports this through continuous improvements in training, clear communication and the promotion and maintenance of the college's Principles of Community.

- The college will continue to promote the National Coalition Building Institute philosophy and training opportunities for all employees
- Faculty, staff and administrators will work more closely together to encourage cross communication and develop a sense of mutual respect for each other's role
- Departmental supervisors will be supported and provided training on management principles which promote a healthy work environment for all
- Strengths Quest will continue to be a focus of employee and student training and utilized to its fullest in creating committees and project teams
- Initiatives such as NCBI and Strengths Quest will be evaluated to determine the extent to which the programs have an impact on improving the campus climate
- Communication up and down supervisory lines will be open and honest in the interest of promoting opportunities for improvement and development
- The integration of inclusion and appreciation for diversity in our world will continue to be promoted for integration into the curriculum

### **SEM 6: Data driven decision making**

The financial health of the institution will continue to rely on accurate enrollment projections, which must be derived from quality data and analysis of such data. Analysis of reports will become ingrained in the college's culture to ensure that assumptions are supported. Users of the college's enterprise system, as well as other technological tools, will be well trained and encouraged to develop reports that inform our work and allow for good decision making. Reporting tools that are easy to use and can be implemented in multiple departments will be developed and supported. Clarity about who our students are and what they need, as well as anticipating the needs of future students, must continue to be weaved into all planning and development. The website will be the primary communication tool with prospective students, parents, and referral points and supported as such.

Goals:

- Close collaboration among financial planning; institutional research, assessment and planning; instructional services, continuing and extended learning, student services and enrollment services will be maintained to ensure that realistic budgets are constructed, budgets that are based upon accurate, reliable enrollment data
- The SEM plan will include projections for targeted populations that are informed by data that is validated for accuracy and used for management purposes which may differ than what is used for external reporting
- The ability to develop management reports will be provided to appropriate personnel
- The college will consider enhancements to the college's enterprise system to better leverage technology in meeting operational goals and objectives
- Functional area managers will be educated in understanding all system capabilities to ensure efficient and effective use of time and technology
- A Colleague users guide will be provided to all users and updated periodically to ensure that data standards are followed
- A defined governance structure for evaluating and solving system issues will remain in place in order to preserve the integrity of the college's enterprise system

<b>Degree Seeking Students Trends and Projections-Headcount (for management purposes only)</b>												
		<b>2007</b>	<b>2008</b>		<b>2009</b>		<b>2010</b>		<b>2011</b>		<b>2012</b>	
	<b>Degree seekers</b>	<b>6975</b>	<b>7115</b>		<b>7328</b>		<b>7548</b>		<b>7774</b>		<b>8007</b>	
	<b>Certificate</b>	<b>163</b>	<b>165</b>		<b>168</b>		<b>170</b>		<b>175</b>		<b>178</b>	
	<b>Non-degree</b>	<b>3992</b>	<b>4072</b>		<b>4153</b>		<b>4236</b>		<b>4321</b>		<b>4407</b>	
<b>Total Headcount</b>		<b>11130</b>	<b>11351</b>	<b>2%</b>	<b>11649</b>	<b>3%</b>	<b>11954</b>	<b>3%</b>	<b>12270</b>	<b>3%</b>	<b>12593</b>	<b>3%</b>
<b>Degree seekers</b>			<b>%Change</b>		<b>%Change</b>		<b>%Change</b>		<b>%Change</b>		<b>%Change</b>	
	<b>First time</b>	<b>1621</b>	<b>1721</b>	<b>6%</b>	<b>1771</b>	<b>3%</b>	<b>1822</b>	<b>3%</b>	<b>1874</b>	<b>3%</b>	<b>1928</b>	<b>3%</b>
	<b>Transfer</b>	<b>304</b>	<b>310</b>	<b>2.0%</b>	<b>326</b>	<b>5%</b>	<b>342</b>	<b>5%</b>	<b>359</b>	<b>5%</b>	<b>377</b>	<b>5%</b>
	<b>Continuing Students</b>	<b>3647</b>	<b>3700</b>	<b>1.4%</b>	<b>3811</b>	<b>3%</b>	<b>3925</b>	<b>3%</b>	<b>4043</b>	<b>3%</b>	<b>4164</b>	<b>3%</b>
	<b>Returning</b>	<b>1403</b>	<b>1384</b>	<b>-1.3%</b>	<b>1420</b>	<b>3%</b>	<b>1459</b>	<b>3%</b>	<b>1498</b>	<b>3%</b>	<b>1538</b>	<b>3%</b>
<b>Target populations-new</b>			<b>%Change</b>		<b>%Change</b>		<b>%Change</b>		<b>%Change</b>		<b>%Change</b>	
<b>Onondaga Cty recent graduates</b>		<b>781</b>	<b>810</b>	<b>3.7%</b>	<b>880</b>	<b>8.0%</b>	<b>935</b>	<b>6.0%</b>	<b>950</b>	<b>1.6%</b>	<b>955</b>	<b>1.0%</b>
<b>Cayuga, Oswego, Cortland, Madison</b>		<b>166</b>	<b>170</b>	<b>9.0%</b>	<b>180</b>	<b>5.8%</b>	<b>190</b>	<b>5.0%</b>	<b>200</b>	<b>5.0%</b>	<b>210</b>	<b>1.0%</b>
<b>Secondary market (3 hr radius)</b>		<b>114</b>	<b>120</b>	<b>5.0%</b>	<b>125</b>	<b>4.0%</b>	<b>130</b>	<b>4.0%</b>	<b>140</b>	<b>7.0%</b>	<b>150</b>	<b>7.0%</b>
<b>Tertiary (downstate)</b>		<b>22</b>	<b>30</b>	<b>36.0%</b>	<b>35</b>	<b>16.0%</b>	<b>40</b>	<b>14.0%</b>	<b>45</b>	<b>12.0%</b>	<b>50</b>	<b>11.0%</b>
<b>International (F-1)</b>		<b>39</b>	<b>50</b>	<b>28.0%</b>	<b>60</b>	<b>20.0%</b>	<b>70</b>	<b>16.0%</b>	<b>80</b>	<b>14.0%</b>	<b>90</b>	<b>12.5%</b>
<b>Adult Learners (25 yrs +)</b>		<b>121</b>	<b>138</b>	<b>14.0%</b>	<b>156</b>	<b>13.0%</b>	<b>173</b>	<b>11.0%</b>	<b>191</b>	<b>10.0%</b>	<b>209</b>	<b>9.0%</b>
			<b>% of total degree seekers</b>		<b>% of total degree seekers</b>		<b>% of total degree seekers</b>		<b>% of total degree seekers</b>		<b>% of total degree seekers</b>	
<b>Multicultural students</b>		<b>1096</b>	<b>1118</b>	<b>16%</b>	<b>1160</b>	<b>16%</b>	<b>1197</b>	<b>16%</b>	<b>1225</b>	<b>16%</b>	<b>1290</b>	<b>16%</b>

Note: Data for new student target populations is inclusive of degree seekers only