

# Strategic Enrollment Management Master Plan 2015-2020



*Revised: January 25, 2018*

## Introduction

During the 2016-17 academic year, Blue Mountain Community College refreshed its 2015-2020 Strategic Plan. Core Themes, Goals, Objectives, Master Plans, and areas of priority focus were re-defined during this process. The BMCC Strategic Enrollment Management (SEM) master plan represented below has also been updated to align with the College's refreshed strategic plan. **The College's mission remains:**

***“To provide responsive and high-quality, innovative educational programs and services that promote personal and professional growth to strengthen our communities.”***

### **Core Themes**

- Access to quality programs and services
- Opportunities for students to complete, transfer, and advance
- Responsiveness to community needs
- Encouragement and support for a culture of learning

### **Strategic Goals**

- BMCC is committed to providing a “students first” learning environment
- Relevant and dynamic curriculum
- Continuous improvement based on evidence
- Diverse and high quality workforce

### **Areas of Priority Focus:**

- Data and Technology
- Teaching and Learning
- Equity

SEM initiatives that follow have been organized according to BMCC Core Theme and corresponding strategic goal. Initiatives that have been completed or intended targets now met have an indicator of “V”. Progress status is indicated as green (on track), yellow (delayed), and red (stopped). Bi-annual and strategic plan scorecards reflect additional detail regarding progress of the SEM initiatives. A comprehensive tracking of each of the SEM master plan initiatives can be found at *I:Master Plans, SEM*. Executive lead for the BMCC SEM is Diane Drebin, Vice President of Students Affair.

*Note: Baseline for all statistical comparisons is the 2014-15 academic year.*

## SEM Master Plan Strategies, Initiatives, and Activities



Blue Mountain Community College reflects its commitment to *Students First* in that students feel valued, supported, and encouraged by the campus community from the time they decide to enroll until they complete their educational goals. Students respond to this commitment through their engagement, persistence, and successful completion of their educational goals.

Core Theme: Access to Quality Programs and Services		
Strategic Goal: BMCC is Committed to Providing a “Students First” Learning Environment		
SEM Strategy #1: Establish “Students First” Definition and Criteria		Status = v
Students First Criteria	Measure	Target
Students feel valued, supported, and encouraged	Measure annually in the spring: <ul style="list-style-type: none"> <li>• Student satisfaction surveys and focus groups</li> <li>• Baseline with spring 2016 student survey</li> <li>• Baseline with spring 2016 focus groups</li> </ul>	Meet or exceed student satisfaction in all areas by 2019-2020  <i>In Progress</i>
Students are engaged in learning and co-curricular programming	Measure every third year, rotating surveys every year : <ul style="list-style-type: none"> <li>• Student surveys (CCSSE, SENSE)</li> <li>• Faculty survey (CCFSSE)</li> </ul>	Meet or exceed peer institution rates in all areas by 2019-2020  <i>In Progress</i>
Students will progress and complete their academic goals	Persistence, retention, and Completion Data see SEM Strategy #5	Meet or exceed targets in SEM Strategy #5  <i>In Progress</i>

## Core Theme: Access to Quality Programs and Services

### Strategic Goal: BMCC is Committed to Providing a “Students First” Learning Environment

SEM Strategy #2: Develop and implement a five year Strategic Enrollment Management Plan		Status = √
Activities/Tasks	Lead – Diane Drebin	Target
Complete Internal/External S.W.O.T.	SFAC	Nov. 2015√
Complete “How do we know?” Data analysis	SFAC	Nov. 2015√
Finalize goals, strategies, targets, and measures	SFAC	Dec. 2015√
First SEM Plan Draft shared with Cabinet, Coordinating Council, Board	SFAC	Jan/Feb. 2016√
Final SEM Plan Approval by Exec. Team and Board	SFAC	March 2016√ Revised 1/15/18

SEM Strategy #3: Develop and implement a 3 Year Recruitment Plan and specific targets		Status = √
Activities/Tasks	Lead – Dawn DiFuria	Measure
Assess yield rate baseline data, enrollment trends, and new program needs to identify priority recruitment target areas for our service district	Inst. Effectiveness Outreach	Feb 2016√
Establish logistical plan for achieving prioritized targets	Outreach	March 2016 √
Assess departmental capacity, determine departmental and partner roles, and acquire necessary resources for efficiently accomplishing the recruitment plan	Outreach	March 2016 √
Share initial recruitment plan with College community and report outcomes on an annual basis	Outreach	April 2016 √ Annually
Implement a more effective applicant tracking, Customer Relationship Management system (CRM)	Outreach	August 2017 August 2019 <i>In progress</i>

SEM Strategy #4: Increase overall enrollment yield rates for Certificate/Degree seeking students by 5% Prospect to Admit to Enrolled by 2019-2020		Status = <i>In Progress</i>
Activities/Tasks	Lead – Dawn DiFuria	Measure
Establish yield rate baseline data by student demographic at each step of the new student getting started workflow <ul style="list-style-type: none"> <li>Prospect to Admit</li> <li>Admit to Orientation</li> <li>Orientation to 1<sup>st</sup> Meeting with Success Coach</li> <li>Meet with Success Coach to Enrolled</li> </ul> <i>Baseline Year: 2014-15</i>	Outreach Success Center Registrar	<del>Feb 2016</del> April 2019
Assess and report yield rate data quarterly and annually	Outreach Success Center Registrar	<i>In progress</i>
Identify the yield gaps (opportunities) and deploy real time interventions <ul style="list-style-type: none"> <li>Text messaging</li> <li>Email</li> <li>Phone follow up</li> </ul>	Outreach Success Center Registrar	June 2017 <i>In progress</i>

Establish a Prospect to Admit to Enrolled communications management strategy	Outreach Registrar Success Center	August 2017 August 2019 <i>In progress</i>
<b>SEM Strategy #5: Increase overall first term to subsequent term persistence and fall to fall retention rates for all new certificate or degree seeking students 5% by 2019-2020</b>		<b>Status = <i>In Progress</i></b>
<b>Activities/Tasks</b>	<b>Lead – Brenna Hines</b>	<b>Measure</b>
Establish persistence and retention rate baseline for all new student demographic groups <ul style="list-style-type: none"> <li>6<sup>th</sup> week first term persistence</li> <li>Fall to Fall retention</li> <li>First term to subsequent term</li> </ul> <i>Baseline Year: 2014-15</i>	Success Center	January 2016 April 2019 <i>In progress</i>
Develop quarterly and annual persistence and retention rate reports <ul style="list-style-type: none"> <li>Assess and report quarterly and annually</li> <li>Make reports accessible via the Institutional Effectiveness page</li> <li>Electronic distribution to enrollment management stakeholders</li> </ul>	Success Center	April 2019 <i>In progress</i>
Establish and implement a communications management strategy for real time interventions: <ul style="list-style-type: none"> <li>Text messaging</li> <li>Email</li> <li>Phone follow up</li> </ul>	Success Center Registrar's Office	SU 2018 <i>In progress</i>
<b>SEM Strategy #6: Implement an Academic Early Alert System</b>		<b>Status = √</b>
<b>Activities/Tasks</b>	<b>Lead – Brenna Hines</b>	<b>Measure</b>
Research best practice academic early alert models, policy, and technology	Success Center Advising Steering Comm.	April 2016 √
Develop, propose, and implement academic early alert model <ul style="list-style-type: none"> <li>Policy/administrative procedure</li> <li>Operational workflow</li> <li>Technology solution</li> <li>Student tracking and reporting</li> </ul>	Success Center Advising Steering Comm.	June 2016 √ <i>SU Pilot √ In Progress SU 2018</i>
<b>SEM Strategy #7: Continuously Improve the Advising Model</b>		<b>Status = <i>In Progress</i></b>
<b>Activities/Tasks</b>	<b>Leads – Brenna Hines</b>	<b>Measure</b>
Complete a LEAN review of the Advising process for new and continuing students <ul style="list-style-type: none"> <li>Establish improvement plan and timeline</li> </ul>	Lean Facilitator Advising Steering Comm. Success Coaches Faculty Advisors	SP2016V
Develop and implement an Advising Syllabus with student learning outcomes <ul style="list-style-type: none"> <li>Align with First Year Experience recommendations from the AtD Team</li> <li>Determine learning outcomes assessment methodology</li> </ul>	Advising Steering Comm.	SP 2016V <i>In Progress SU 2018</i>

<p>Develop and implement standardized training for Faculty Advisors and Success Coaches.</p> <ul style="list-style-type: none"> <li>• Identify training topics</li> <li>• Coordinate with Advising syllabus learning outcomes</li> <li>• Align with Civil Rights non-biased advising standards</li> </ul>	<p>Advising Steering Comm.</p> <p>Revised SEM Master Plan - January</p>	<p>Spring 2016 Winter 2018 Spring 2019</p>
<p>Continue quarterly Advising Steering Committee meetings</p> <ul style="list-style-type: none"> <li>• Annually develop shared goals and objectives</li> <li>• Determine assessment activities related to Advising as teaching and learning</li> </ul>	<p>Advising Steering Comm.</p>	<p>SP 2016 On-going</p>

<b>Core Theme: Opportunities for Students to Complete, Transfer, and Advance</b>		
<b>Strategic Goal: Relevant and Dynamic Curriculum</b>		
<b>SEM Strategy #8: Reduce time to gateway, college level courses</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Leads: CTE/Transfer Deans</b>	<b>Target</b>
Implement multiple measures placement model and workflow	Reading, Writing, Math Faculty Registrar Success Center	Fall 2016 ✓
Implement College Prep/GED bridge to college credit model <ul style="list-style-type: none"> <li>• Provide tuition waivers for credit classes</li> <li>• Establish a College Prep Success Coach role</li> </ul>	College Prep/GED Success Center	Pilot 2015-16 ✓ Fall 2016 ✓
<b>SEM Strategy #9: Implement Guided Pathways Model</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Leads – President, VPI</b>	<b>Target</b>
Establish a Guided Pathways workgroup to begin assessing BMCC’s readiness	College Coordinating Council GP Steering Committee	Spring 2017✓
Establish a timeline for guided pathways transition and begin the work	GP Steering Committee Office of Instruction	<del>2017-18</del> TBD
<b>SEM Strategy #10: Increase overall completion rates for all certificate/degree seeking students 5% by 2019-2020</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Lead – Brenna Hines</b>	<b>Target</b>
Establish baseline rates of completion for certificate/degree seeking students by all demographic groups <i>Baseline Year: 2014-15</i>	Registrar Success Center	<del>Winter 2016</del> <del>Spring 2018</del> Spring 2019
Identify achievement gaps and develop interventions for at risk student populations – replicate TRiO and Athletics model	Success Center	<del>Winter 2016</del> 2018-19
Establish report and communication strategy for students “Almost There” at 70% completion	Registrar’s Office Success Coaches	<del>Winter 2016</del> 2018-19 2019-2020
Increase Reverse Transfer agreements with 4 year institutions <ul style="list-style-type: none"> <li>• Eastern Oregon University</li> <li>• Oregon State University</li> </ul>	Registrar’s Office	<del>Spring 2017</del> Spring 2019 In progress
Implement auto-awarding of the AAOT and AGS <ul style="list-style-type: none"> <li>• Develop workflow and communication strategies</li> <li>• Create new report from degree audit system</li> </ul>	Registrar’s Office	<del>2017-18</del> 2019-2020
Continue Early College Credit (ECC) degree audit work Establish an ECC matriculation Success Coach position in Enrollment Services dedicated to degree audit checks	Outreach Registrar’s Office	2017-18✓

<b>SEM Strategy #11: Assure graduation requirement policies and resources support timely completion</b>		<b>Status = Stopped</b>
<b>Activities/Tasks</b>	<b>Lead – Theresa Bosworth</b>	<b>Target</b>
Review current graduation workflows, policies, and requirements for relevance and efficiency: <ul style="list-style-type: none"> <li>Residency requirements</li> <li>Computer literacy requirements</li> </ul>	Registrar's Office Curriculum Committee Success Coaches	<del>Spring 2016</del> Winter 2018 Winter 2019
Establish standardized program advising worksheets for all degrees and certificates <ul style="list-style-type: none"> <li>Align with degree audit requirements</li> <li>Develop fillable, online planning guides</li> </ul>	Registrar's Office Advising Steering Committee	<del>Fall 2016</del> SP 2018 <i>In progress</i>
Assess effectiveness of the current degree audit tool and make improvements or changes based on findings <ul style="list-style-type: none"> <li>Implement needed upgrades and fixes</li> <li>Meet with stakeholder groups to determine other needs</li> </ul>	Registrar's Office Advising Steering Committee	<del>Fall 2016</del> Winter 2018 <i>In progress</i>
<b>SEM Strategy #12: Expand Credit for Prior Learning Opportunities</b>		<b>Status = On hold</b>
<b>Activities/Tasks</b>	<b>Lead – TBD</b>	<b>Target</b>
Establish CPL program goals and resource needs <ul style="list-style-type: none"> <li>Update administrative procedure</li> <li>Recommend placement within the College's organizational structure</li> </ul>	Registrar's Office Office of Instruction	<del>Fall 2017</del>
Participate in Council of Adult Experiential Learning (CAEL) professional development <ul style="list-style-type: none"> <li>Faculty CPL evaluation training</li> <li>Credentialing and awarding of credit training</li> <li>CPL Portfolio Development course development</li> </ul>	Office of Instruction Registrar's Office	<del>Fall 2017</del>
Develop CPL programming and marketing <ul style="list-style-type: none"> <li>Design brochures and website content</li> <li>Plan for outreach with Veterans, Business &amp; Industry partners</li> </ul>	CPL Program Lead	<del>Fall 2017</del>
<b>SEM Strategy #13: Increase AAOT/ASOT/AAS transfers to 4 year institutions 5% by 2019-2020</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Lead – Brenna Hines</b>	<b>Target</b>
Establish baseline transfer rate data by demographic groups <ul style="list-style-type: none"> <li>Identify areas of focus from baseline findings</li> </ul> <i>Baseline Year: 2014-15</i>	Success Center	<del>Winter 2016</del> SP 2018 Spring 2019 <i>In progress</i>



Increase articulation agreements with 4 Year Institutions <ul style="list-style-type: none"> <li>EOU co-admit degree v</li> <li>EOU program articulation agreements</li> <li>Create marketing materials</li> </ul>	Office of Instruction Registrar's Office Financial Aid Outreach Public Relations	Spring 2017 v
Update existing articulation agreements	Office of Instruction	Fall 2016 TBD
Establish a transfer and articulation website with student resources (articulation agreements, transfer worksheets, etc.)	Success Center Office of Instruction	Winter 2017-18 TBD
Establish a comprehensive Transfer Center in the Success Center <ul style="list-style-type: none"> <li>Develop and place transfer advising and support resources at each outlying center</li> </ul>	Success Center Center Directors	SU 2017 2018-19 2019-20
Re-establish annual Transfer Fair	Success Center	Fall 2017v

<b>Core Theme: Responsiveness to Community Needs</b>		
<b>Strategic Goal: Diverse and high quality workforce</b>		
<b>SEM Strategy #14: Increase number of students obtaining CTE related licensure and employment in a related industry occupation within 1 year of graduation by 2019-2020</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Lead – CTE Dean</b>	<b>Target</b>
Establish baseline employment and licensure data by program. <i>Baseline Year: 2014-15</i>	Office of Instruction CTE Programs	WI 2016 TBD
Identify areas of focus from employment/licensure baseline data findings and set new targets, initiatives	Office of Instruction CTE Programs	Spring 2016 TBD
<b>SEM Strategy #15: Establish Career and Job Placement Services in the Student Success Center</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Lead – Brenna Hines</b>	<b>Target</b>
Develop a phased implementation plan for career and employment services across the college <ul style="list-style-type: none"> <li>Coordinate with CTE Program areas and the Career Employment Services Advisory Committee</li> <li>Implement career and employment services virtually, on-site in the Success Center and with resources at each outlying center</li> </ul>	Success Center CTE Program areas CES Advisory Committee	Winter 2017 2018-2019 <i>In Progress</i>
Implement Career Development Facilitator training for all full time Success Coaches	Success Center	2016-17 v
Re-establish an annual Career Fair <ul style="list-style-type: none"> <li>Coordinate with CTE program areas and advisory committees</li> <li>Coordinate with local business and industry partners</li> </ul>	Success Center CTE Programs	2017-18 <i>In Progress</i>

<b>SEM Strategy #16: Increase alumni membership and activity 5% by 2019-2020</b>		<b>Status = In Progress</b>
<b>Activities/Tasks</b>	<b>Lead – Casey White-Zollman</b>	<b>Target</b>
Establish alumni baseline data <ul style="list-style-type: none"> <li>Identify opportunities for growth based on review of alumni baseline data</li> <li>Set alumni targets based on findings</li> <li>Add data elements to alumni database to track alumni employment/careers and volunteer activity at BMCC</li> </ul>	Foundation/Alumni Office	<del>Winter 2016-</del> Winter 2020 In Progress
Establish a full time Alumni Director Position	Foundation/Alumni Office	2017-18 2018-19v
Provide an alumni introduction activity at Welcome to the Pack	Foundation/Alumni Office Student Affairs	Fall 2016 v
Work with ASG to sponsor select activities and/or events	Foundation/Alumni Office Student Life	2017-2018 On-going
Have a presence at Commencement - provide a gift to each graduate with an invitation to become a BMCC Alum/Booster	Foundation/Alumni Office Commencement Planning Team	SP 2016 v
In partnership with Student Affairs, establish a BMCC Booster program <ul style="list-style-type: none"> <li>Purpose, goals, membership criteria</li> <li>Administrative procedure</li> <li>Campaign and roll out</li> </ul>	Foundation/Alumni Office Athletics Outreach	<del>2017-18</del> 2018-19 In Progress

Updated 01/28/2019

**Concluding Notes:**

The 2015-2020 SEM master plan serves as a first iteration and beginning place for BMCC that future SEM plans can be built upon and improved upon over time. Critical to the success of this work are ease of access to reliable data in order to measure outcomes and the necessary resources to carry out the activities listed.