Unintended Consequences: Reversing Declining Enrollment!

ACCT

Wednesday, September 27, 2017
2:15pm To 3:30pm
Meet The Presenters

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Introduction

- National Trends In Community College Enrollment
  - Double–Digit Declines
- Characteristics Of Community Colleges Bucking The Downward Trend And Increasing Enrollments
  - Reversing The Trend
- Unintended Consequences Of Initiatives On Enrollment
  - Short–Term Versus Long–Term
Goals For Session

- Understanding Key Market Indicators Of Enrollment And Using Market Data To Understand Your College’s Diverse Markets For Short-Term, Or Quick Fix, Enrollment Gains
- Implementing A Strategic Enrollment Management Plan Based On Market Data For Long-Term Enrollment Stability
- The President And Board’s Role In Enrollment
Understanding Your College’s Enrollment

Market Indicators
Market Segments
Quick Fixes
Understanding The Generations

- Traditionalists (1945 And Earlier)
  - Ages 72 And Older
- Baby Boomers (1946 To 1964)
  - Ages 53 To 71 (Late Career)
- Generation X (1965 To 1976)
  - Ages 41 To 52 (Mid-Career)
- Generation Y (1977 To 1994)
  - Ages 22 To 40 (Early Career)
- Generation Z (1995 To Today)
  - 21 And Younger
Defining Current Market Segments

- **High School Segments**
  - Dual Enrollment/ Dual Credit
  - High School Not Graduated
  - 21 Years Of Age And Younger (High School Graduates Or Not) (Gen Z)

- **Adult Market Segments**
  - 22 To 34 Years Of Age (Gen Y)
  - 35 To 49 Years Of Age (Gen X)
  - 50 To 64 Years Of Age (Baby Boomers)
  - 65 Years Of Age And Older (Seniors)
HS Not Graduated, 153, 1.3%
Dual Enrolled/Dual Credit, 3,119, 26.0%
21 And Younger (HS Grad), 2,899, 24.2%
35 To 49, 1,618, 13.5%
50 To 64, 549, 4.6%
65 & Older, 43, 0.4%
International, 61, 0.5%
Unknown Age, 12, 0.1%
International, 61, 0.5%
Market Indicators For Segments

- High School Segments
  - Indicators
    - High School Forecasts
    - Number Of Elementary Children In Market
    - Free And Reduced Lunch Numbers In K–12
    - Minority Composition
    - Urban Or Rural
  - Metrics
    - High School Market Share
    - Dual Enrollment Conversion
      - Transfer And Technical
    - GED Population

Quick Fix

- Chemeketa Scholars
  - In Class Visits
    - Marketing
  - Bridge Programs
Market Indicators For Segments

- Adult Segments
  - Indicators
    - Population Density
    - Age Of Population
    - Educational Attainment
    - Travel Patterns
    - Household Incomes
    - English Spoken In The Home
    - Employment
    - Competition
Market Indicators For Segments

- Adult Segments
  - Metrics
    - Market Penetration
    - GED/ ABE Conversion
    - ELL Conversion
    - Program Scheduling And Availability

Quick Fix
- Program Marketing
- Accelerated/ Guaranteed Academic Programs
- Adult Bridge Programs For GED And ELL
Enrolling Applicants

- **Indicators**
  - Inquiries
  - Applicants
  - Enrollees

- **Metrics**
  - Applicant Conversion

**Quick Fix**

- High Frequency, Multi-Modal Communication
- Five Words And A Picture
- Email, Text, Direct Mail, Robo Calls, Phone Calls, Mobile Advertising
Retaining Students

- Indicators
  - Current Students
  - Returning Students
  - Stop-Outs

- Metrics
  - Fall To Spring Retention
  - Fall To Fall Retention
  - Program Retention

Quick Fix
- Stop-Out Campaigns
- Finish Campaigns
- 15 To Finish Sooner
Strategic Enrollment Management

Plan Development
Plan Implementation
Long-Term Enrollment Gains
Organizational Readiness Assessment

- **Awareness**
  - Share Enrollment Trends And District Analysis
  - Will Require Change (Do It Together)

- **Professional Analysis And Data**
  - Can’t See The Issues
  - Double Down On Current Approaches

- **Vision And Rationale**
  - Mission And Student Centered – Financing Second

- **Communication Methods**
  - Employee: All Employee Meetings, Email Updates, Strategy Sessions And Retraining
  - Board: Retreats, Updates
Illinois Central College Approach

- Based On Evidence And Team Analysis
- Aligned Onboarding
  - QF: Application To Enrollment Support (Hours And Approach)
  - LT: Advising Model, CRM, Physical Space, Integrated Systems And Breaking Down Silos
- Adult Market
  - QF: Model Program Promotion Package, New Outreach
  - LT: Schedule Reform, Prereqs, Bridge Programs, Stackable Credentials Curriculum And Program Changes
Illinois Central College Approach

- External Communications
  - QF: Website Search And Click Thru Levels
  - LT: Overhaul Of Website – Student Focus Not Organizational Structure Focused, Embedded Workforce Decisions And Real Time Data Support
Illinois Central College Results

- **Goal For 2% – Based On Pull Through Analysis**

- **Among the 8 ICCB Peer Group**
  - Credit Hours: –6.2% (from –1.0% to –12.7%)
  - Headcount: –6.2% (from –0.3% to –11.3%)

- **ICC Results**
  - Down 0.3% heads 1.3% credit hours
  - Broke The Seven Year Trend Of 5% + Down Per Year
The President And Board’s Role In Enrollment Management

Understanding The Market
Asking The Right Questions
Realistic Expectations
Understanding The Market

- Understanding Your Market
  - State Demographer Present To The Board To Understand Trends

- Market Input
  - Advisory Boards For Each Program That Tell Us What They Need
  - Focus Groups With Each Market To Identify What Resonates

- Board Participation
  - Want Board Members To Like College On Social Media So They See How We Recruit And Accomplishments
Asking The Right Questions

- Bringing In A Consultant?
  - Yes, Particularly To Do Market Analysis And If No Capability, Writing A Recruitment Plan Etc.

- Identify Peer Institutions And Research
  - National Averages For Each KPI Compared To Where Your Community College Is
  - Focus On Where You Can Move The Needle The Most
    - Example: Our Conversion Rate From Applicant To Registrant Is 20% Below National Average So That Is Our Focus For This Year
Realistic Expectations

- Putting Tools In The Staff Toolkit So They Are Empowered
  - Assess Staff Capabilities
  - Develop Training
    - Professional Development Fridays (2 Hours In Afternoon) And Each Session Is Something About EM
    - Having Someone From Each Area Of Student Services Put On A Training Session For Their Area

- Providing Technology To Assist
  - Infusing Technology So Can Be High Tech, High Touch Environment
  - Training For Technology
Realistic Expectations

- It is a journey and not a sprint so takes 5 or more years to realize a plan and have staff trained
  - Focus on more than just enrollment but things that relate to enrollment that still can be wins
Question And Answer Session

Your Thoughts?
Your Questions?