



# Bronx Community College Enrollment Management and Retention Strategy Reimagined



# Enrollment Management and Retention

## Committee Structures

### Executive Steering Committee

**Co-Chairs:**

**Dr. Lester Sandres *Rápalo***

**Dr. Irene R. Delgado**

**Focus Statement:**

*How changes to the college's strategic enrollment management & retention plan and cross-campus collaboration can RAMP-UP institutional effectiveness.*

### Strategic Enrollment Management and Retention Sub-Committee

**Chair:**

**Dr. Bernard Gantt**

**Co-Chair:**

**Nadine Browne**

**Focus Statement:**

*How changes to marketing, communication, intentional outreach, and collaboration can better support recruitment, enrollment, retention, and graduation rates.*

### Academic and Enrollment Partnership Sub-Committee

**Chair:**

**Dr. Alex Ott**

**Co-Chair:**

**Patricia Ramos**

**Focus Statement:**

*How changes to academic programs, scheduling, collaborations, and prior learning initiatives can better support student learning, success, and enrollment.*

# Enrollment Management and Retention

## Mission Statement

Bronx Community College's Enrollment Management and Retention Team provides leadership, support, and strategic direction to improve the college's ability to recruit, enroll, retain, and graduate students from diverse backgrounds.

## Strategic Direction

This Enrollment Management and Retention Team seeks to answer the call of the 2020-2025 Strategic Plan (Goal3, Objective 3.1) to create an Enrollment Management plan with structures, functions, accountabilities and targets.

As we have now faced the challenge of pivoting into a virtual environment last semester, we must now move onto addressing new challenges and opportunities in enrollment at BCC.

# Enrollment Management and Retention

## Strategic Goals

1. To create an enrollment management structure that provides the strategic direction and foundational support for the college's enrollment management efforts that encompasses collaboration across the institution.

2. To create a three-year enrollment management plan that will serve to provide strategic direction focused on sustaining long-term institutional and student success by developing an integrated approach to enrollment management that supports college-wide collaboration, engagement, innovation and consensus building.

# Enrollment Management and Retention

## Strategic Planning Objectives

1. Meet Enrollment and FTE Targets
2. Enhance the Student Experience
3. Expand First-Year Experience activities to include all incoming students
4. Create intentional outreach and intervention strategies for continuing students
5. Utilize predictive data to enhance our communication effectiveness
6. Improve Retention and Graduation Rates
7. Cultivate cross-campus enrollment-driven collaboration
8. Align Enrollment Planning Strategies with the Academic Master Plan

# Enrollment Management and Retention

## Guiding Questions

1. What is the college's identity?
2. Who do our stakeholders say we are?
3. How do we stop the downward trend of our enrollment?
4. What direction is the college moving in?
5. Should we focus on liberal arts and/or workforce development?
6. Should we consider moving to alternative schedules (e.g., 12/6 model, 8 week sessions)?
7. How will we address retention in both the Strategic Enrollment Management & Academic & Enrollment Partnership Subcommittees?





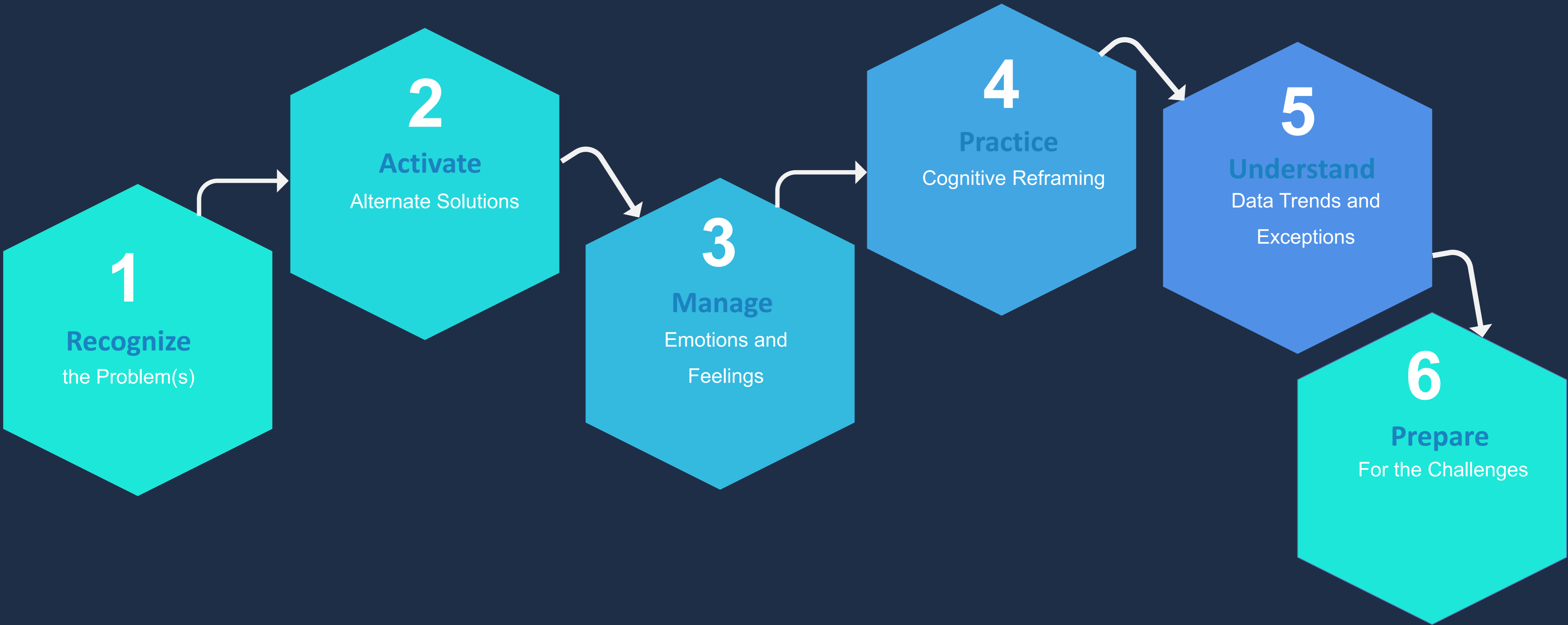
## ENROLLMENT STRATEGY

Our Enrollment Strategy is designed to **RAMP-UP** our institutional effectiveness.



# RAMP-UP

## Institutional Effectiveness





## Recognize the Problem

From the Fall 2013 – Fall 2020 Semester, the college has suffered a 26.4% drop in enrollment and a 25.6% drop in FTEs.

Similarly, from the Spring 2013 – Spring 2020 Semester, the college has suffered a 15.4% drop in enrollment and a 19.2% drop in FTEs.

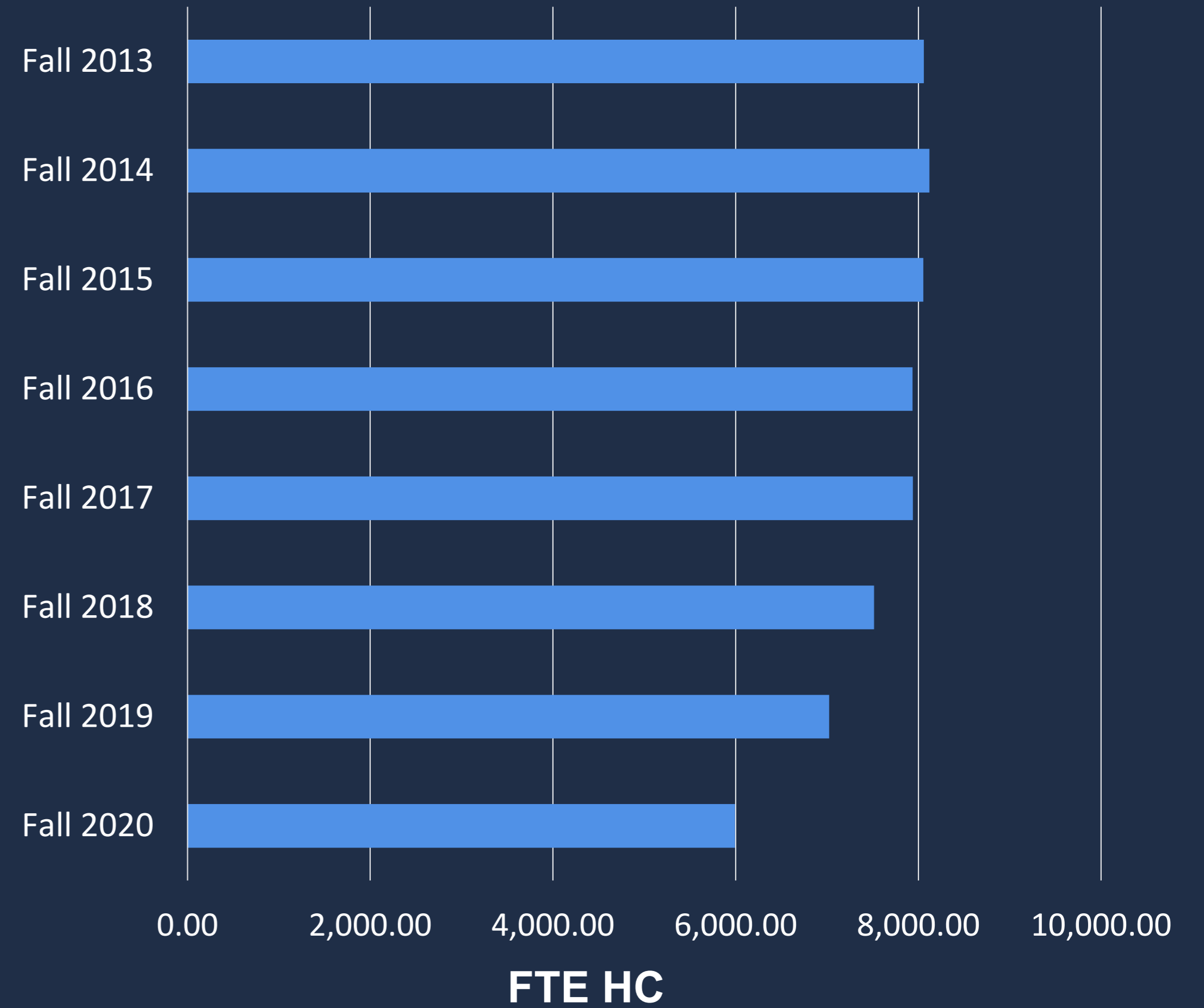
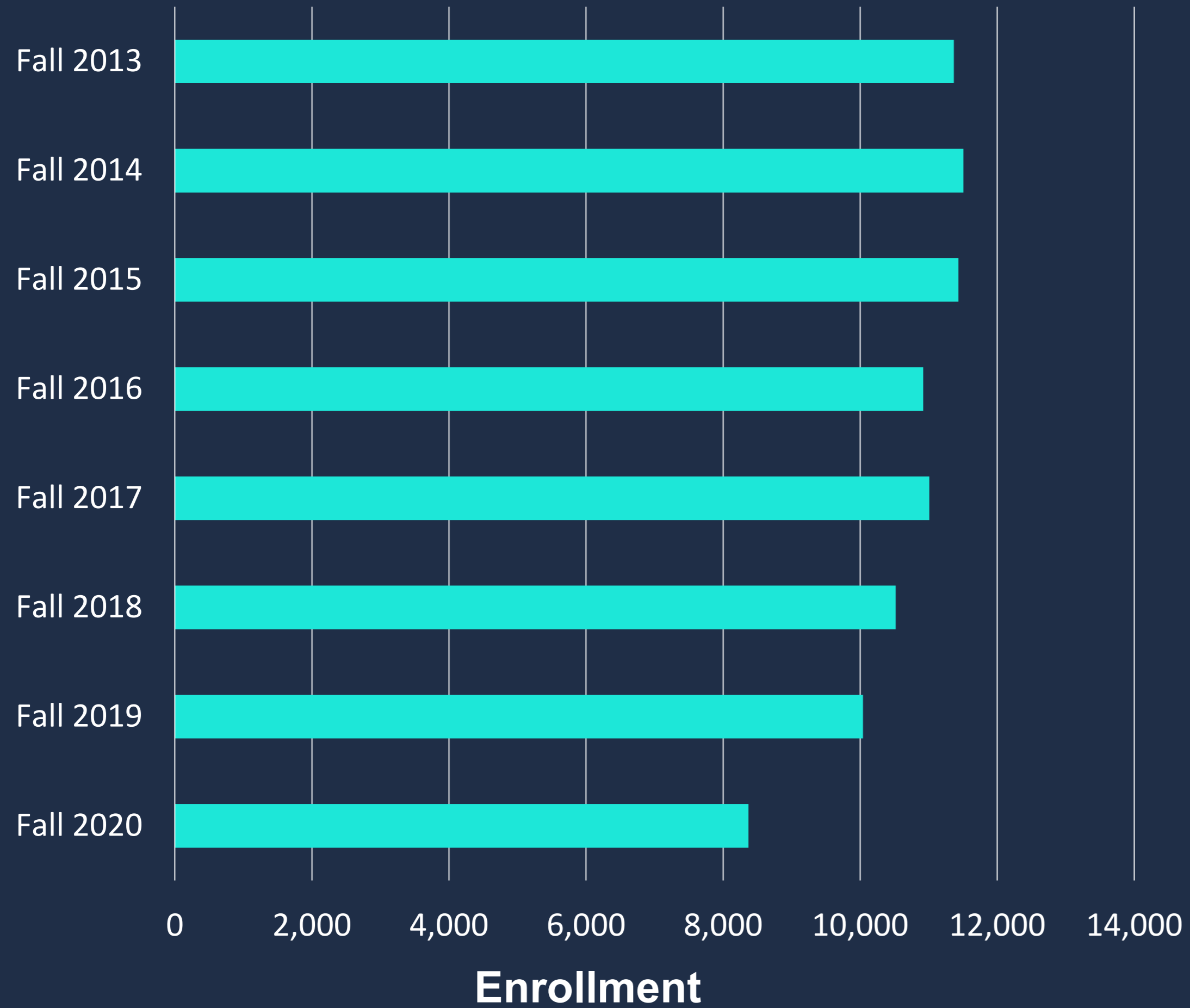
The term-term enrollment and FTE decline present major challenges to the college's financial viability.





# FALL ENROLLMENT & FTE HC

## Comparison





# SPRING ENROLLMENT & FTE HC

## Comparison





# RECOGNIZE THE PROBLEM

## Loss of Financial Viability



1

### **Personnel and Budget**

Loss of adjunct faculty, college assistants, purchasing power, sustainability.



2

### **College Experience**

Dissatisfaction with the college experience leading to a decrease in retention rates.



3

### **Institutional Effectiveness**

Inability to meet enrollment and FTE targets, compromised institutional image resulting from the student experience.



4

### **Mental State of Mind**

Alternate views of reality, mistrust, lack of confidence.

# ACTIVATE ALTERNATE SOLUTIONS



**Enhance Institutional Image**



**Control Institutional Experiences**



**Focus On The Student Experience**



**Choreograph the Student Experience**



# COMPLETED GOALS

## Operational Structures and Communication Strategy

1. *Created Operational Structures and Communication Strategy*
2. *Created an Enrollment Executive Steering Committee (provides oversight and strategic direction)*
3. *Created Relevant Enrollment Management Subcommittees (includes all functional areas)*
4. *Created an Enrollment Management Operational Structure (identifies areas of accountability)*
5. *Created Enrollment Management Functional Flowcharts (includes all functional areas)*

# GOALS IN PROGRESS

## Enrollment Action Plan

- 1. Optimize Course Scheduling*
- 2. Develop Strategic Innovations in Support of Distance Learning*
- 3. Develop Marketing and Recruitment Plans*
- 4. Improve Enrollment Processes*
- 5. Support Student Success/Retention Initiatives*
- 6. Develop and Implement Student Engagement Initiatives (Creating an Online NSO)*



# Enrollment Strategy

## IMMEDIATE ACTIVITIES

*RAMP-UP* our Institutional Effectiveness in the areas of:

- 1. Recruitment**
- 2. Onboarding / Student Engagement**
- 3. Retention**
- 4. Faculty/Classroom Engagement**
- 5. Data Usage**
- 6. Operations**
- 7. Communication**

# IMMEDIATE ACTIVITIES

## Recruitment

- 1. Write, design and create a new electronic Recruitment brochure. (SP 21)*
- 2. Develop academic program webinars with a focus on student classroom experience and path to careers prospects. This type of event brings together faculty, current students, alumni, and admissions. FA20/SP21 Establish the framework for the pre-college program pipeline. (FA 20)*
- 3. Involve successful BCC alumni (including faculty and staff) in marketing campaigns, such as video clips of their testimonials, and post them on the BCC admissions homepage. (SP 21)*
- 4. Implement a robust social media campaign focused on promoting admissions virtual events, steps to enrollment, readmission efforts, and the BCC value. (SP 21)*
- 5. Create a monthly calendar of virtual admissions events (weekly live Q&A's, admissions information sessions, reactivate your application, accepted student events). (SP 21)*



# IMMEDIATE ACTIVITIES

## *Onboarding / Student Engagement*

- 1. Continue and further develop Week of Welcome (WoW) (FA 20)*
- 2. Continue and further develop Explore your Major Week (FA 20)*
- 3. Create Department/Program based Welcome Messages for new students joining majors (SP 21)*
- 4. Create an intake form to gather information about the barriers that students face. (SP 21)*
- 5. Create proposal for a re-entry program for students who have earned 40-45 credits, requesting support from the Provost and President to use some “discretionary funds” allotted to BCC. (SP 21)*
- 6. Develop and implement a streamlined onboarding structure and plan for all new students that will include enrollment checklist, specific touch Advisor/Peer Mentor points and follow up, confirming completion of task (e.g. claiming Bronco account, BCC App, NSO, and etc.) and text nudges. (SP 21)*
- 7. Expand registration modalities to include by appointment, walk-in and outbound calls. (SP 21)*

# IMMEDIATE ACTIVITIES

## Retention

- 1. Review online maximum section enrollment with input from multiple stakeholders. (FA 20)*
- 2. Enhance advisor response to faculty prompted early intervention (VOE, WN Grades, Mid-Term Grades). (FA 20)*
- 3. Implement intention outreach plan to Fall 2020 FYFT Freshmen to increase Fall 2020-Fall 2021 FYFT retention potential. (FA 2020)*
- 4. Create a Virtual Counter in all Enrollment Management functional areas and increase staff presence on the BCC App, that is responsive to student inquires that can be accessible for students through multiple devices including cell phones and tablets. (FA 20)*
- 5. Develop both student and staff "How To" Appeals training to better support and prepare students for the Appeals process (FA 20)*
- 6. Roll out ASAP At-Risk Student Intervention plan to advisors to help students. (SP 21)*



# IMMEDIATE ACTIVITIES

## *Faculty/Classroom Engagement*

- 1. Enhance faculty engagement in all aspects of the enrollment process (FA 20)*
- 2. Use Blackboard Messaging Option to engage students (SP 21)*
- 3. Create a “getting to know you” assignment during the first week of classes to be used for VOE and reduce the number of “WN” Grades (SP 21)*
- 4. Create interactive Video Assignments to engage students (SP 21)*

## Operations

- 1. Work within the SEMR subcommittees to identify areas of challenge that students experience during the enrollment process and first year at BCC and address them. (FA 20)*
- 2. Cross-train academic advisors to become generalists (FA 20)*
- 3. Develop Enrollment Management Operations Calendar to include functional areas (Admissions, Advisement, Registrar, Financial Aid, IT, and Bursar). (FA 20)*
- 4. Identify the high demand courses and open more of these in Winter and SP 21 that will meet the majority of the needs of the new and continuing students (from FA 20). (SP 21)*
- 5. Review other scheduling configurations, primarily three five-week sessions in a term. (Very helpful for students who prefer to channel all the energies in one or two areas, versus four or five. Also useful to deal with pre-requisites). (SP 21)*
- 6. Expand calling campaign for students who received an admission offer and did not register. We should find out any possible barriers that does not allow them to attend. (SP 21)*
- 7. Provide professional development opportunities for administrators, faculty, and staff. (SP 21)*
- 8. Expand the usage of Starfish to include student engagement areas e.g. Student Affairs, Clubs, STEM Committee and other areas or staff that provide student engagement programming to compile student engagement participation across the campus to form an index (SP 21)*



# IMMEDIATE ACTIVITIES

## Data Usage

- 1. Leverage data more effectively to inform more intensive faculty and staff interventions with students. (FA 20)*
- 2. Enhance advising report to include advisor-student contact, projected goals, and outcomes relative to projected enrollment goals. (FA 20)*
- 3. Create Financial Aid Report to include stats on the number of students that need to and have completed FAFSA, Verification, TAP, Appeals, Pending, Awarded and Disbursed Aid (FA 20)*
- 4. Enhance enrollment report to include existing enrollment information by student category relative to projected enrollment targets including payments (FA 20)*
- 5. Enhance Registrar report to include continuing students who need or have submitted residency certificate. Also report on potential readmit pool to include last semester in attendance, GPA, credits, major, holds, balances (in old system and new). (FA 20)*
- 6. Create Bursar report to include balances (30, 60 etc.), payments and those that are out of state, in state and those who need or have submitted residency certificate. (FA 20)*

# IMMEDIATE ACTIVITIES

## Communication

1. *Regularly share information among Enrollment Management and Retention committee members to mitigate and/or clarify miscommunication. (FA 20)*
2. *Implement Communication Plan to streamline communication to students using various media platforms (regular mail, email, telephone calls, text messages, electronic tools such as Blackboard, Starfish, Hobsons, BCC App, etc.) (FA 20)*
3. *Create a platform to receive immediate feedback from administration, faculty, staff, and students regarding the enrollment process and our communication efforts. (FA 20)*



# SHORT TERM GOALS

- 1. Create a three-year enrollment management plan*
- 2. Examine current resources, policies, and procedures that negatively affect enrollment*
- 3. Evaluate external forces affecting enrollment (i.e., changes in University Policy)*
- 4. Prioritize resources (human and financial) for the efforts that positively influence enrollment*
- 5. Assess enrollment trends to identify areas of weakness and project feasible enrollment targets*
- 6. Assess departmental enrollment data to identify trends and develop strategies to mitigate losses*
- 7. Set strategic departmental retention targets based on findings of enrollment trends assessment*
- 8. Set strategic departmental enrollment targets based on findings from the Academic Master Plan*

# LONG TERM GOALS

- 1. Establish Enrollment Management Leadership Structure*
- 2. Assess and re-align existing organizational structure as needed*
- 3. Create Standard Operating Procedures (SOP) for each Enrollment Management functional area*
- 4. Develop accountability reports to show progress towards meeting enrollment goals*
- 5. Deploy ongoing assessment strategies to quickly identify and mitigate faulty enrollment strategies*
- 6. Analyze the forces that could potentially shape our enrollment landscape (i.e., environmental scan results; federal, state and local decisions; University changes in policies and procedures)*
- 7. Assess potential market segments to develop a more targeted enrollment strategy, prioritize resources, and determine our potential return on investment (ROI) for each strategy*
- 8. Assess future ASAP efforts and prioritize best enrollment strategies (highest ROI opportunities)*
- 9. Identify new markets (i.e., international or global) to meet our enrollment targets*
- 10. Create an Enrollment Marketing Plan based on market analysis and enrollment priorities*





THANK YOU



# QUESTIONS & ANSWERS