Estrella Mountain Community College's (EMCC) Strategic Enrollment Management plan (SEM) aligns with EMCC's Strategic Plan. Embedded in the SEM plan are the College's Super Goals and related Wildly Important Goal (WIG).

**WHAT IS STRATEGIC ENROLLMENT MANAGEMENT AT EMCC?**
Strategic Enrollment Management (SEM) is an institutional process designed to achieve the optimal level of recruitment, retention, success, and completion within the context of the communities we serve. It is about the number and the diversity of students (traditional and non-traditional), the systems and the processes, and the curriculum and environment.

SEM is an effort to produce and improve college structures and services to provide students a seamless, consistent, and positive experience within the areas of the student life cycle; access, onboarding, retention, and completion.

**SEM GUIDING VALUES**
- facilitates student learning and success through a commitment to provide relevant academic programs, course scheduling, and student support services
- aligns with the College's Strategic Plan
- focuses on the recruitment, retention, completion, and satisfaction of a diverse student population
- encompasses workforce development, transfer, and non-credit

**ALIGNMENT TO EMCC STRATEGIC PLAN**
The SEM plan is aligned to the following EMCC Strategic Goals:

- **Super Goal 1:** Increase the number of Graduates/Completers by 25% with equity by Academic Year (AY 2023)
- **Super Goal 2:** Achieve an Annualized Enrollment Growth Rate of 3% with Equity by FY 2023
**SEM STRUCTURE**

The SEM plan focuses on four key planning areas which define the student life cycle. The planning areas are intentionally designed to include components that align both student support services and academic affairs.

The four key planning areas include:

1. Access (Recruitment and Outreach)
2. Onboarding (Matriculation, Academic Planning, Enrollment)
3. Retention (Scheduling, Communication, Support Activities)
4. Completion (Career, Workforce, Upskilling, Transfer)

**SEM ORGANIZATION | IMPLEMENTATION**

The SEM Steering Team is composed of cross college leadership and is co-chaired by the Vice President of Academic Affairs and the Vice President of Student Affairs. The SEM Steering Team maintains a charter that outlines its purpose, principles and purview.

**OPERATIONAL/TACTICAL TEAMS**

Through the framework of 4DX, operational/tactical teams have set goals aligned with the college sub-wigs in the areas of 1) Access, 2) Retention, and 3) Satisfaction

The goals (Team WIGs) have been further aligned to four key planning areas of the student life cycle (e.g. Access, Onboarding, Retention, Completion). Through this process, operational teams (e.g. Advising or Life Sciences) report on specific activities directly related to the SEM plan and College strategic plan.

SEM members have been assigned as liaisons to college teams engaged in 4DX WIGs that are SEM focused. SEM liaisons communicate monthly with department/unit Team leads to discuss successes, challenges/barriers, needs, and action items. Identified themes are shared through the College's shared governance structure (e.g. AST, SEM, DEIT, FRC and Leadership Council).

**IDENTIFYING DATA NEEDS**

The SEM plan and its stakeholders are informed by both internal and external data and information from a variety of sources. (e.g. Census data, College Trends, EMSI, etc.) Data from the varied sources are shared utilizing the college shared governance structures. Based on data provided via a just-in-time process and as new information becomes available, operational/tactical teams are able to update and enhance their Team WIGs and lead measures to address emerging needs. This concept promotes an intentional and agile opportunity to pivot practices that are not advancing the college enrollment and/or its completion goals.
JUST IN TIME DATA (Environmental Scan and College Canvas)

Please note: Items indicated with “dashboard” require authentication with MEID.

<table>
<thead>
<tr>
<th>EMCC Service Area and High School Data - 10/27/2021 Presentation</th>
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<tbody>
<tr>
<td>EMCC Environmental Scan - Smith Group 2021</td>
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<tr>
<td>EMCC Environment Scan - Overview Leadership Council - 10/30/2021</td>
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<tr>
<td>EMCC Unduplicated Headcount Enrollment Trends (dashboard)</td>
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<td>EMCC Annual FTSE Trends (dashboard)</td>
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<td>EMCC Fall 21 Pipeline Survey Results (dashboard)</td>
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<td>EMCC Awards Completed (dashboard)</td>
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STRATEGY IDENTIFICATION

SEM Goal strategies (listed below) were identified through the recently adopted 4DX process. As WIGs are completed or units work to identify new WIGs it is the intent of the SEM plan that new WIGs related to enrollment and the student completion cycle (e.g. Access, Onboarding, Retention, and Completion) be developed based upon information provided by presentations of the Just-In-Time data loop out process. Strategies should be written to align with the 4DX protocol for goal development (e.g. from X to Y by when). This format allows teams the flexibility to set a definite “finish” line and focus on achieving the college goals while keeping the end in mind.

BUDGET ALIGNMENT and SEM

In-Progress: Budget process protocols will be integrated via the strategic planning (4DX) and Budget Process. This process will be further defined in spring 2022. The current SEM strategies identified in the first iteration of 4DX and SEM alignment may have budget impacts but were outside of the scope of the SEM framework implementation.

Recommendation: As the college works to improve overall process and better align processes (e.g. Planning, Budget, SEM, Assessment, and Program Review) it will be critical that all stakeholders be involved in shaping the budget alignment protocols and that defined and agreed upon protocols become germane in coalescing all college planning efforts. Additionally, if the college continues to focus on the 4DX process as a planning principle, then the 4DX process should integrate a budget alignment component at the inception of the 4DX cycle.
**CURRENT SEM GOALS - | 4DX WIGS**

**ACCESS:**

| Increase the number of advisors embedded within a high school from 0 to 3 by Spring 22.  
- - Chancellor SEM Goal |
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<tbody>
<tr>
<td>Increase registration by 15% by the end of Fall 2023</td>
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<td>Increase the unduplicated count of students in instructional computing courses from 3767 to 3900 by Aug 2022</td>
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<tr>
<td>Increase the number of courses reviewed for scheduling adjustments that would allow for more timely student program completion of 10% by Fall 2022</td>
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<tr>
<td>Increase Honors cohort and section offerings</td>
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<tr>
<td>Increase the number of alternatively scheduled Bio courses from Fall 2019 to Fall 2022 to a minimum 20% across all three of our Pathways/programs</td>
</tr>
<tr>
<td>Integrate the MakerSpace into 10 classes by the end of Fall 2021 (then increase by 5% each semester)(I think the 5% ongoing increase should be a future WIG)</td>
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<tr>
<td>Decrease the # days it takes to complete an enrollment management request from 7 to 5 days by 5/27/22</td>
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<tr>
<td>Engage with students to educate them about admissions and records activities from 0 to 120 students for a total of 480 students by end of May 2021</td>
</tr>
<tr>
<td>Increase the number of students enrolled in Community Education courses from 399 to 439 by May 2022</td>
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<tr>
<td>Decrease the number of dual enrollment courses that have zero enrollment for the fall term from 17% to 15% by Fall 2021</td>
</tr>
<tr>
<td>Increase enrollment of high school students from 19% to 22% by Fall 2021</td>
</tr>
<tr>
<td>increase the number of ACE students that transition to EMCC after high school from 44% to 48% by Fall 2022</td>
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**ONBOARDING:**

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<tr>
<th>Develop and implement New Employee Canvas course by Fall 2021 (0 to 1)</th>
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<tr>
<td>Increase the number of first-time, full-time students who complete ROAR and enroll from 875 to 975 by December 2021</td>
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</table>
Increase the number of students completing the PipelineAZ Interest Assessment from 384 to 600 by May 2021

**RETENTION**

Increase the number/percent of courses offered as either in-person and/or hybrid from 50% to 65% by the start of the spring 22 semester. - **Chancellor SEM Goal**

Increase budget presentations and training to every Division/Department per year from zero to one by May 2021

Decrease the number of students dropped for non payment on the first semester Enrollment Cancellation from 50% to 35% by May 2021

Increase the number of students successfully completing (C or better) All CPD Curriculum from 89% to 95% by 12/2021

Increase the number clicks generated to the graduation applications from 8328 to 9254 by April 15, 2021

Increase student satisfaction rating average by 0.5 points by May 2021

Increase student satisfaction with campus facilities rating average by 0.5 points by May 2021

Increase student satisfaction with technology rating average by 0.5 points by May 2021

Increase student satisfaction with the Student Business Services rating average by 0.5 points by May 2021

Increase scholarship funding (defined as direct financial and in-kind donations) from an average $75,000/year to $250,000 year by June 30, 2022

Increase the number of Pell eligible students who receive Year-Round Pell from 17.43% of EMCC Pell recipients to 18% of Pell recipients by mass communications to students by September 2021

Increase student satisfaction survey responses for the Performing Arts Center from zero to one by December 1st 2021.

Increase the number of Student Rights and Responsibilities workshops from 1 to 4 times/semester by December 2021.

Increase the number of self determination trainings from zero to five by the end of the Fall 2021 semester.

Increase recruitment of EXCEL Cohort 6 from 0 - 50 students by Spring 2022 in efforts to
maintain retention at EMCC

Increase the number of students who have a personal plan for self-care from 0% to 20% by May 2022 that includes habits in at least one of the following: Healthy Sleep; Organized Exercise/Physical Activity; Healthy Eating; Stress Resiliency; Substance Use

Increase fall to spring retention for all athletes from 75% to 82% by January 2022

Increase the yearly number of CLEP tests administered to students from 60 to 75 by 12/31/2023

Increase Fall to Fall persistence of students using VA education benefits from 225 students to 325 by Fall 2022

Welcome Center Staff will decrease the turnaround time for consortium agreements from 2 days to 1 day

COMPLETION

Course improvement cycle in place for those classes in the top 40 enrollment that are in BSCS

SEM - VERSION 2021.11.18

| Added the FY22 Chancellor SEM Goal to student access and retention | December 2021 |
| SEM Plan shared at Leadership Council | 10/13/2021 |
| SEM Plan Approved at Leadership Council | May 2021 |