Strategic Enrollment Management Committee Update

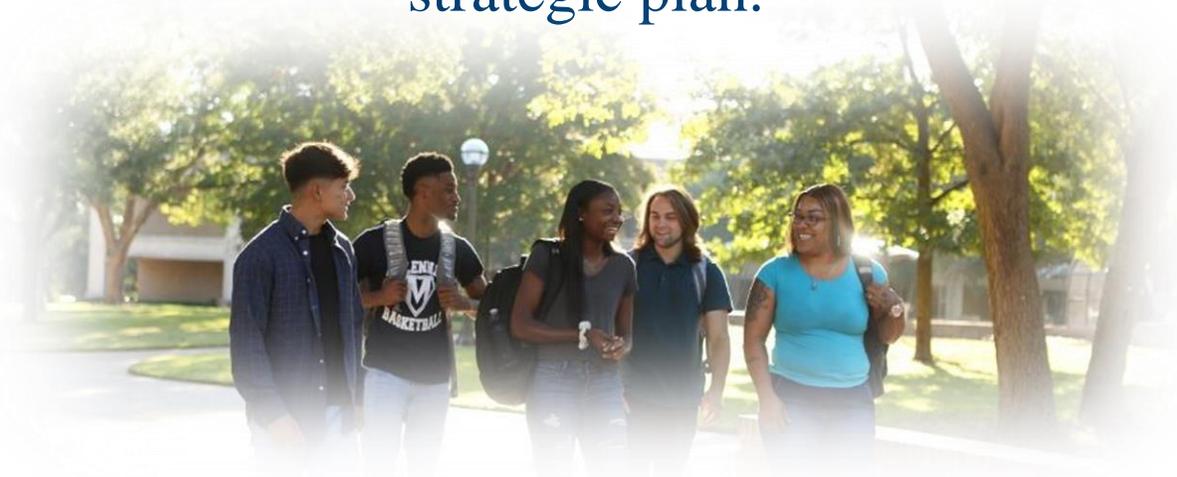**McLENNAN COMMUNITY COLLEGE**

September 2023

Strategic Enrollment Management

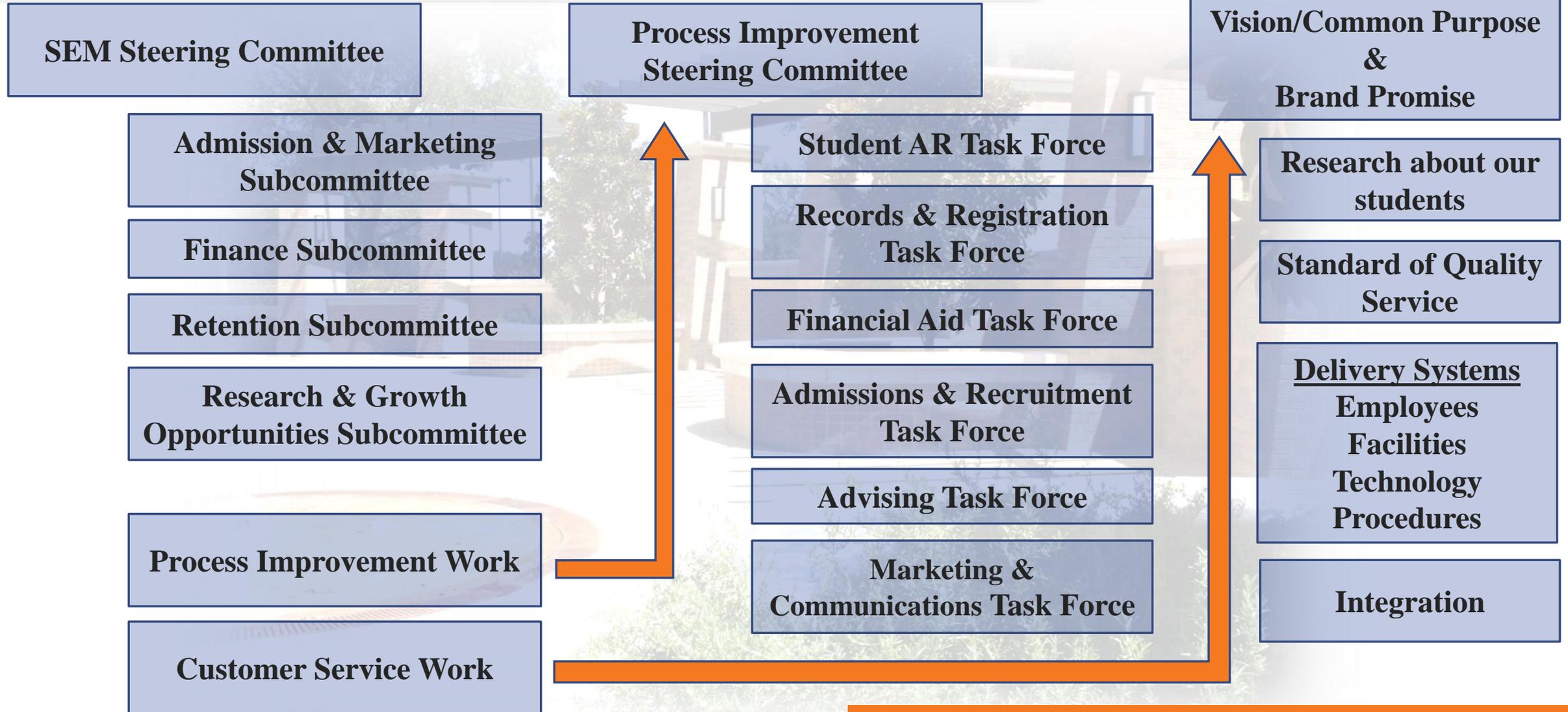**MCLENNAN COMMUNITY COLLEGE**

| Marketing & Recruitment | Retention & Persistence | Completion |

Strategic Enrollment Management is our institution-wide focus on the enrollment cycle. Our focus is on what is best for students and how to ensure their success while addressing all aspects of the enrollment cycle, guided by our mission and strategic plan.

Strategic Enrollment Management (SEM)

SEM Steering Committee

Process Improvement Steering Committee

Vision/Common Purpose & Brand Promise

Admission & Marketing Subcommittee

Finance Subcommittee

Retention Subcommittee

Research & Growth Opportunities Subcommittee

Process Improvement Work

Customer Service Work

Student AR Task Force

Records & Registration Task Force

Financial Aid Task Force

Admissions & Recruitment Task Force

Advising Task Force

Marketing & Communications Task Force

Research about our students

Standard of Quality Service

Delivery Systems
Employees
Facilities
Technology
Procedures

Integration

Enrollment Initiatives

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- Certificates and Occupational Skills Awards that can be completed in one year or less
- Community events

Highlander Restart

- Debt forgiveness program
  - Pay debt down to $500
  - Remaining $500 is waived when the student completes an associate degree or 1-year certificate program
  - Must take 6 credit hours per semester
  - Must maintain a 2.0 GPA

- Started the program in Spring 2021

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Restart Your Educational Journey
at McLennan Community College

Highlander **Restart**

You may qualify to have some or all of your previous debt to MCC forgiven.

Highlander Restart

RESULTS

- **135** students currently enrolled in the program
- **225** students have used the program to return to MCC
- Outstanding balances paid by students - **$41,997.32**
- Outstanding balances paid with eligible financial aid - **$6,795.94**
- Total collected for outstanding balances - **$48,793.26**
- Current tuition and fee collection - **$644,932.63**
- Total collected - **$693,725.89**
- Total credit hours enrolled – **4,188**
- Total debt waived - **$10,792.32**
- Total potential debt to be waived when students complete - **$49,215.07**
- **30** Students completed programs

McLennan Scholarship and Rising Star Scholarship

McLennan Scholarship

- 100% tuition and fee scholarships awarded to students who rank in the top 10% at the end of the junior year.

Rising Star Scholarship

- 50% tuition and fee scholarships awarded to students who rank in the top 11-20% at the end of the junior year.

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McLennan Scholars

Term	# of Students	Tuition & Fees	Scholarship	Net
Fall 2022	100	$200,492	$168,879	$31,613
Spring 2023	89	$206,460	$149,273	$57,187
Fall 2023	107	$207,824	$181,057	$26,767

Rising Star Scholars

Term	# of Students	Tuition & Fees	Scholarship	Net
Fall 2022	62	$123,158	$28,278	$94,880
Spring 2023	59	$119,926	$27,389	$92,537
Fall 2023	114	$214,627	$65,091	$149,536

Total by Term

Term	# of Students	Tuition & Fees	Scholarship	Net
Fall 2022	162	$323,650	$197,157	$126,493
Spring 2023	148	$326,386	$176,662	$149,724
Fall 2023	221	$422,451	$246,148	$176,303

*94 McLennan Scholars in Fall 2021

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McLennan Athletics

Highlanders

McLennan Community College

Advertising

- Marketing budget increased by $100,000 last year
- Marketing budget increased by $200,000 this year

https://www.youtube.com/user/McLennanHighlanderspDic

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Employee Educational Assistance Partnerships

- Effort to assist businesses that provide educational assistance to employees.
- Communicating with over 200 local businesses that provide educational assistance to employees.

Amazon's Career Choice program

- Program started in November 2022
- **30** – Amazon employees are enrolled at MCC
- **248** – Credit Hours
- **$36,647.80** – Tuition and Fees Paid

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Left Flyer

Now's your chance to earn a
college degree
at

MCLENNAN COMMUNITY COLLEGE

in partnership with

Educators Credit Union

Ask Human Resources about the Education Assistance policy!

At MCC, you can choose a degree or certificate from one of our six Academic Pathways:

- Business & Industry
- Creative Arts
- Health Professions
- Liberal Arts
- Public Service
- Science, Technology, Engineering & Math (STEM)

MCC Programs

Core Courses

Take core courses needed to transfer to one of MCC's University Center partners like Tarleton State University or Texas Tech University to earn a bachelor's degree without leaving your job and family in Waco!
www.mclennan.edu/uc

Learn More

254-299-8622
highlandercentral@mclennan.edu
www.mclennan.edu

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Right Flyer

Advance your education & career with a
college degree
at

MCC

in partnership with

amazon | career choice

The Amazon Career Choice logo and all related logos are trademarks of Amazon.com, Inc. or its affiliates.

Amazon's Career Choice program:

- An education benefit that empowers eligible Amazon employees to learn new skills & earn college credit for career success at Amazon or elsewhere.
- Tuition, books, and fees are pre-paid by Amazon.

Learn More

SCAN ME

Join the Amazon Career Choice through MCC:

- Choose an MCC degree or certificate program that fits you.
- Apply for admission to MCC.
- Submit required documents to MCC.
- Visit an MCC advisor & register for classes.
- **Last Step:** Visit amazoncareerchoice.com and submit a payment request for MCC.

Start Here. Stay Here.

Take your core courses at MCC. Then, stay on the MCC campus to earn a Bachelor's degree through Amazon Career Choice partners, Tarleton State University-Waco or Texas Tech University-Waco. Achieve your educational goals without leaving Waco!

Contact us:
Highlander Central
254-299-8622
Email: highlandercentral@mclennan.edu
Visit www.mclennan.edu

McLennan Community College

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Employee Education Assistance Program

Admissions & Marketing Initiatives

Focus on implementing recruitment and marketing strategies to increase student enrollment.

- Calling campaigns
- Highlander Ambassadors
- Pop-Up Events
- Community Newsletter

Focus on digital communication and resources.

- Website redesign & addition of a chatbot
- ISD Outreach Communications
- Motimatic (113 student – service cost $24,600 / tuition collected $135,372)
- Texting and SLATE communication

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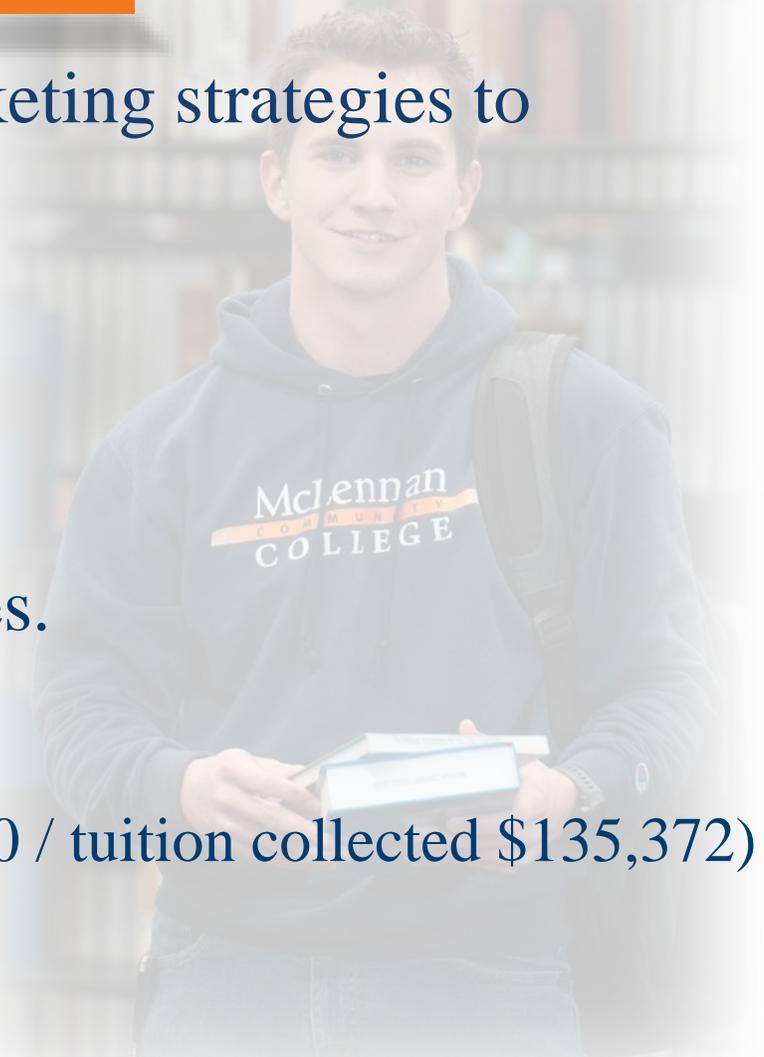
Admissions & Marketing Initiatives

Focus on enrollment and retention strategies through internal & external partnerships.

- Employee Education Assistance Partnerships
- Promoting University Center Partnerships
- Advertising partnership with Tarleton State
- AEL partnership and possible scholarships

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Retention Committee Initiatives

- Past years - research, surveys, and a pilot program to strengthen retention and students success.
- Current work - formed two work groups:
  - Student Support Strategies
    - Working on strategies to best help support students outside the classroom.
  - Classroom Strategies
    - Top Instructional Practices focused on ways to help with connections
- Developing a formal Retention Plan

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Research and Growth Opportunities Initiatives

- Community Surveys
  - 2021 and 2023
  - Purpose:
    - Identify community perceptions toward MCC
    - Assess educational needs
    - Feedback from future students and influencers
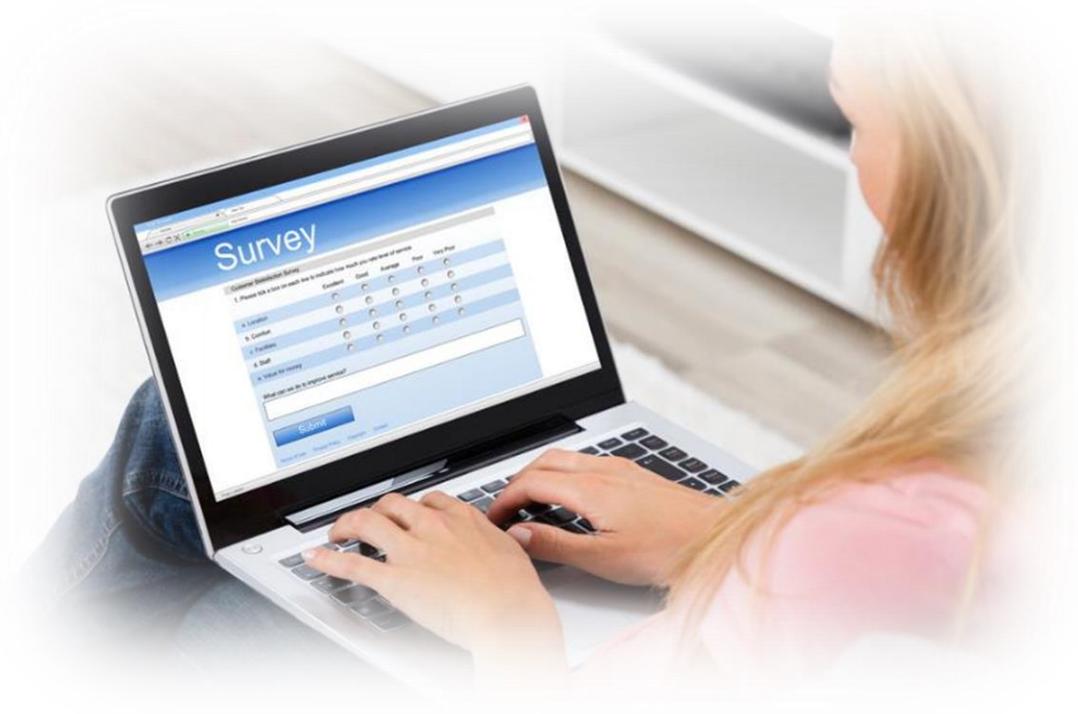
Process Improvement Work

Inquiry to Enrollment | Methodology

Phase 1
In-Depth Interviews

- 20 total interviews with key personnel engaged across all aspects of the I2E process
- Representation by admissions, recruitment, marketing, IT, advising, financial aid, & registration
- Discussed current pain points in the process
- Learned about each department's role in the enrollment funnel

Phase 2
Process Map Creation

- Collated all feedback and identified touchpoints between internal systems, students, and third-party systems
- Grouped processes into 7 main phases: inquiry, application, admission, pre-matriculation, registration, and financial aid

Phase 3
Refinement

- 6 follow up interviews with key personnel to verify detailed steps in the map
- Held an internal review of process map with directors from each department represented in the process
- Refined map by incorporating feedback

Phase 4
Quantitative Validation

- Designed and deployed a survey to current students and closed inquirers to validate bottlenecks, process inefficiencies, and funnel attrition
- Used internal functional data to enrich the analysis of enrollment funnel attrition

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Executive Summary | Areas for Improvement

COMMUNICATION: Clearer, more succinct instructions about *how* and *when* to complete requirements and turn in documents are a needed improvement, along with streamlined, easily accessed online resources, and concise, understandable emails.

TECHNOLOGY: Extensive and ongoing training, along with clearer communication of processes for current and new platforms, are needed to enhance adoption and utilization, given the critical role systems and software play in MCC enrollment processes.

BOTTLENECKS: Manual processes, prospective student and staff/process dependencies, and multiple simultaneous internal "owners" of layered aspects of the process lead to bottlenecks within the enrollment process that can be addressed to mitigate attrition.

REQUIREMENTS: Many aspects of the enrollment process at MCC are not linear for prospective students; the absence of a logical order to required steps of the enrollment process for students leads to confusion, redundancies, handoffs, and frustration.

Consulting Work – Cicero Group

Executive Summary | Recommendations

EXPAND TOP OF FUNNEL: Increase volume at the top of the funnel with marketing and recruiting investments based on the most effective strategies and tactics for reaching prospects most likely to be interested in MCC, while reducing or redirecting investment in less impactful marketing and recruiting strategies.

INCREASE ASSISTANCE AT CRITICAL JUNCTURES: Systematically prioritize efforts to reduce handoffs, increase personalization, and focus on individual help, particularly in the steps and processes that immediately follow application and admission, to mitigate issues and frustration through these higher attrition processes.

CLARIFY STEPS TO OPTIMIZE TIME AND RESOURCES: Clearly delineate upcoming steps, particularly TSI requirements, early, and help ensure completion of necessary requirements before advising meetings. Add a student touchpoint/account audit after admission to provide clear direction and understanding of next steps.

LEVERAGE TECHNOLOGY: Align across departments on the capabilities of Slate and its standards for use. Implement standard student definitions and data requirements and train staff on platforms. Once manual processes reduced or eliminated by Slate are identified, assess other manual processes for further improvement.

FOCUS ON COMMUNICATION: Streamline website and email communication to be easier to understand. Tailor messaging to segments of students, focus "just in time" messaging based on place in the process and ensure all have easy access to Slate's new digital checklist once implemented, as this is a commonly desired resource.

Process Improvement Committee Work

Admissions
- Continue to implement SLATE and contract with a third-party to complete integration with Colleague
- Increasing communication at critical junctures during the admissions process
    - Automated responses
    - Highlander Central staff are making phone calls to students
- Improvements to the checklist of items to complete
- Calling campaigns

Records and Registration
- More options for 2nd 8-weeks courses
- Standardize section numbering system
- Additional webpage information to explain dates and deadlines
- Auto award of credentials – new software implementation
- Improve communications

Financial Aid
- New processes to help students – lobby check-in and zoom sessions, self-service options, etc.
- Additional webpage information to explain dates and deadlines
- Improved communication with students – SLATE and Mongoose
- Change in Financial Aid census date to align with the 12th class day census date

Process Improvement Committee Work

Marketing and Communications/Recruitment
- Website work to make it student-centric and move to a cloud-based server (forms, chatbot, ADA compliance, etc.)
- Additional initiatives to expand the top of the admissions funnel (Niche
- Rebranding of the College
- Internal communications

Advising
- Registration Rally
- Multi-semester advising for students
- Template for advising pre-health programs

Student Accounts Receivable
- Reformat student bills to improve understanding
- Communication changed for students being dropped for non-payment
  - Frequency
  - Message

All
- Monthly meeting for enrollment areas

Current Enrollment – Fall

Enrollment Report Fall 2022
Year to Date Registration Comparison - Regular Students*

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	
First Time in College	1,218	1,008	1,060	1,046	1,145	+9%
First Time Transfer	557	386	432	362	401	+11%
Continuing	3,882	3,668	3,299	2,907	3,057	+5%
Returning	1,063	856	1,029	756	839	+11%
Dual Credit	2,207	2,073	1,738	1,734	1,963	+13%
Total	8,927	7,991	7,558	6,805	7,405	+9%

Current Enrollment – Fall

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	
Male	3,037	2,552	2,395	2,196	2,425	+10%
Female	5,890	5,439	5,163	4,609	4,980	+9%
Total	8,927	7,991	7,558	6,805	7,405	

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	
African American	1,089	1,012	1,014	841	968	+15%
Hispanic	3,057	2,736	2,546	2,345	2,628	+12%
White	4,242	3,689	3,474	3,097	3,221	+4%
Other	539	554	524	522	588	+13%
Total	8,927	7,991	7,558	6,805	7,405	

Current Enrollment – Fall

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	
Under 18	2,180	2,064	1,726	1,710	1,941	+14%
18-24	4,430	3,774	3,630	3,297	3,570	+8%
25-45	1,986	1,878	1,923	1,563	1,680	+7%
Over 45	331	275	279	235	214	-8%
Total	8,927	7,991	7,558	6,805	7,405	

Contact Hours Summary

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	
Academic	1,079,600	943,344	868,576	778,912	894,656	+15%
Workforce	508,040	459,856	483,176	441,968	457,775	+4%
Total	1,587,640	1,403,200	1,351,752	1,220,880	1,352,431	

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Next Steps and Discussion