McLennan
COMMUNITY
COLLEGE

STRATEGIC ENROLLMENT MANAGEMENT PLAN

September 2021

I. Introduction

McLennan Community College's Vision 2030 "Focus on the Future" Strategic Plan provides a clear roadmap for the creation of the Strategic Enrollment Management process. The plan focuses on four strategic directives: (1) help all students succeed at the highest level possible; (2) take care of our people; (3) impact the community; and (4) develop resources to fund success. In the two excerpts below from the Strategic Plan, the importance of enrollment is discussed.

III. Impact the community

McLennan Community College has served the McLennan County community for over 50 years after citizens of the county voted to establish the college in 1965. McLennan County Junior College became McLennan Community College in 1966. It was the first public two-year college in Texas to use "community" in its name.   From September 1966 with 858 students on James Connally Air Force Base to August 2018 with 8,955 students, MCC has been impacting the community through education, sporting events, and cultural events.
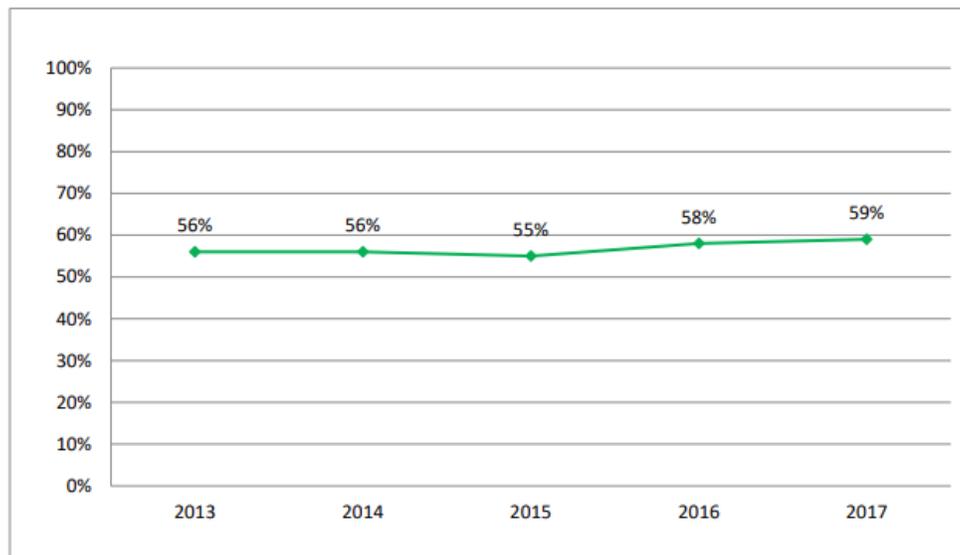

Figure 2: College Matriculation Rates of McLennan County High School Graduates

The Waco metropolitan area is the largest metro area in the state not served directly by a four year public college or university. That puts the burden of public education in Waco primarily on MCC and our main University Center partners (Tarleton State University and Texas Tech University). Because of the level of poverty in Waco proper, it is critical for MCC to keep costs low and access open to students who have no other choices.[8] Across McLennan County, less than 60% of graduating high school seniors immediately matriculate into higher education in Texas.[9] In order to serve our community and to reach the goals of 60x30TX, we must increase the college-going rate of our local high school graduates.

IV. Develop resources to fund success

The College's revenues come from three primary sources: tuition and fees (enrollment), local property taxes, and state funding.   The percentage of funding provided by the state has dropped from around 80% in 1980 to about 22% today (see Figure 3), forcing the College to place more of the burden on students and local taxpayers. With the legislature possibly moving

to cap the amount of revenue community colleges can raise from local property taxes, the
funding burden may fall more and more on tuition and fees – on the students. In order to
provide the resources needed to fund operations and ensure student success, the College will
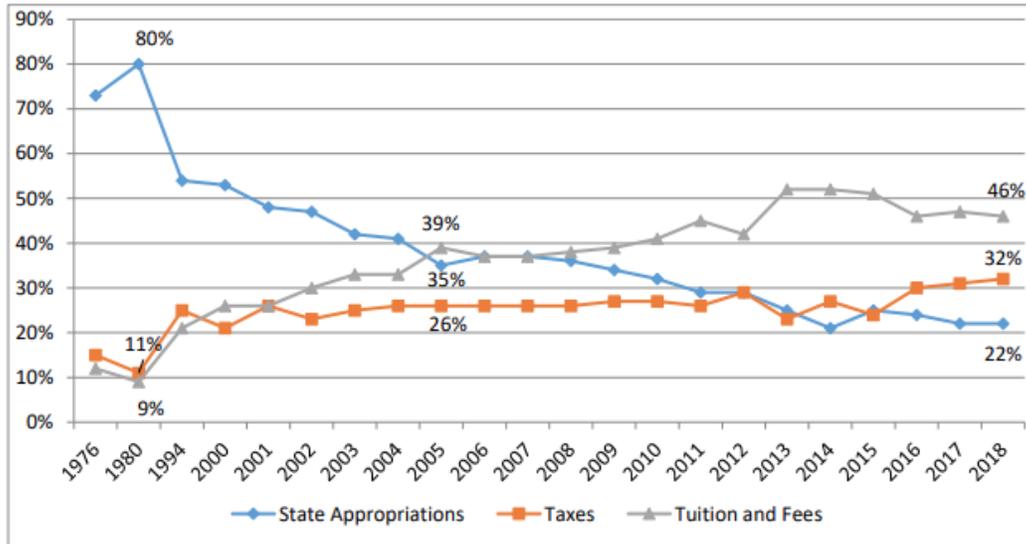need to recruit and retain additional students.



Figure 3: Historical Revenue Percentages by Source

One of the specific strategies to achieve directive IV (Develop resources to fund success) is as follows:

Implement an enrollment management strategy

Enrollment has rebounded from a low of 8,329 in Fall 2013 to 8,955 in Fall 2018. However, this
is primarily due to the major increase in the number of dual credit students, who tend to take
fewer hours than traditional college students. The number of returning students (non-dual
credit and not new) has been declining over the last five years as graduation and transfer rates
have increased.   In order to reverse this trend and to provide enough resources to fund the
strategic plan, the College will implement a new enrollment management strategy focused on
recruiting new and non-traditional students, as well as reaching out to students who are close
to finishing their degrees. This will include implementation of a new customer relationship
management (CRM) software to streamline and focus our communications with prospective
and current students. The CRM will enable us to increase overall enrollment and enroll more
students from traditionally underrepresented groups.

McLennan Community College's mission is to educate our students – improving their lives and enriching
our community. With a focus on successful student recruitment, retention, and completion and in
accordance with the mission and strategic plan of McLennan Community College, the Strategic
Enrollment Management process was developed as an integrated approach that supports college-wide
collaboration, engagement, and creative-thinking. This Strategic Enrollment Management Plan will be
updated on a quarterly basis to reflect the most recent initiatives and actions of this committee.

The Strategic Enrollment Management initiative is currently designed to focus on three major phases of the enrollment cycle:

| Marketing/Recruitment | Retention | Completion |
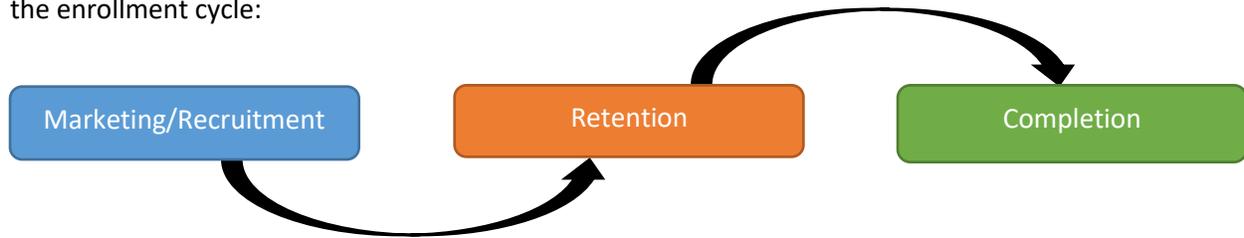
The work of the Strategic Enrollment Management Committee is documented on the McLennan Community College website at https://www.mclennan.edu/sem. On this webpage, all committee charges, memberships, and minutes are made public. The strategic enrollment management process is coordinated by a Steering Committee and supported by four subcommittees with specific charges. The subcommittees include: Admissions & Marketing; Finance; Retention; and Research & Growth Opportunities. Below are the charges and memberships for each committee.

Steering Committee
The purpose of the Strategic Enrollment Management (SEM) Steering Committee is to serve as the coordinating body for guiding overall enrollment strategies that contribute to successful student recruitment, retention, and completion at McLennan Community College.

Co-chairs:
- Stephen Benson – VP, Finance and Administration
- Kim Patterson – Executive Director, Foundation/Institutional Advancement

Members:
- Johnette McKown – President
- Fred Hills – VP, Instruction & Student Engagement
- Phil Rhodes – VP, Research, Effectiveness & Information Technology
- Joe Arrington – Division Chair, Human Services & Education
- Meredith Brown – Program Director/Associate Professor, Radiologic Technology
- Londa Carriveau – Director, High School Pathways
- Karen Clark – Director, Admissions & Recruitment
- Daelynn Copeland – Assistant Professor/Facility Director, Child Studies & Education
- Lisa Elliott – Director, Marketing & Communications
- Frank Graves – Dean, Workforce & Public Service
- Paul Hoffman - Director, Student Development
- Sandi Jones – Director, Financial Aid
- Sharon Kenan – Librarian/Professor, Library Services
- Lise Uhl – Division Chair, Visual and Performing Arts
- Laura Wichman – Director, Institutional Research

Admissions and Marketing Subcommittee
The general purpose of the Admissions and Marketing Subcommittee is to make recommendations related to student admissions, recruiting, marketing, and other related issues that impact enrolling and retaining students at McLennan Community College.

Co-chairs:
- Lisa Elliott – Director, Marketing & Communications
- Karen Clark – Director, Admissions & Recruitment

Members:
- Londa Carriveau – Director, High School Pathways
- Frank Graves - Dean, Workforce & Public Service
- Dustie Hamilton – Coordinator, Recruitment & Highlander Central
- Stephanie Maultsby – Director, Continuing Education
- Jennifer Norman – Associate Director, Marketing & Communications
- Becky Parker – Professor, Marketing
- Annette Scott – Director, University Center
- Amanda Straten – Coordinator, Student Admissions
- Shawn Trochim – Athletic Director

Finance Subcommittee
The general purpose of the Financial Subcommittee is to make recommendations related to financial aid, student accounts receivable, foundation scholarships and other financial issues that have an impact on enrolling and retaining students at McLennan Community College.

Co-chairs:
- Sandi Jones – Director, Financial Aid
- Grayson Meek – Director, Financial Services

Members:
- Rene Clay – Associate Director, Student Accounts Receivable
- Shelley Cotten – Coordinator, Operations & Scholarships
- Sandi Jones – Associate Director, Financial Aid
- Rita Jacinto – Coordinator, Administrative Systems
- Tom Proctor – Director, Program Review, Planning and Assessment
- April Robinson – Associate Director, Financial Services
- Jerry Knutson – Research Analyst

Retention Subcommittee
The general purpose of the Retention Subcommittee is to make recommendations to improve retention and persistence to graduation for students at McLennan Community College.

Co-chairs:
- Paul Hoffman – Director, Student Engagement
- Jessica Shelton –Professor, Mental Health/Social Work

Members:
- Tamara Culver – Professor, Criminal Justice
- Joe Hinojosa – Coordinator, Student Life
- Brian Jackson – Recruiter
- Claudette Jackson – Director, Diversity, Equity & Inclusion

- Mario Leal – Director, Information Systems and Services
- Tina Lyles – Associate Director, Advising & Career Services
- Mandy Morrison – Assistant Professor, Music
- Starlen Roddy – Success Coach
- Estella Lopez – Sr. Executive Secretary, Finance & Administration
- Staci Taylor – Director, Center for Teaching and Learning
- Herman Tucker – Director, Records and Registration
- Paula Unger – Title V Project Director / Professor, Sociology
- Laura Wichman - Director, Institutional Research

Research and Growth Opportunities Subcommittee
The general purpose of the SEM Research and Growth Opportunities Subcommittee is to provide necessary data and analysis, as well as identifying the best opportunities of growth based on student interest, workforce demand, cost, capacity, and regional competition to positively affect enrollment at McLennan Community College.

Co-chairs:
- Joe Arrington – Division Chair, Human Services & Education
- Sharon Kenan – Librarian/Professor, Library Science

Members:
- Annette Bigham – Program Director/Professor, Business
- Celina Brown – Advisor
- Brad Christian – Division Chair, Math & Science
- David Davenport – Professor, Economics
- Sally Frazier – Recruiter
- Glynnis Gaines – Dean, Health Professions
- Lizette LaStrape – Director, Counseling Center
- Gary Myles – Director, Emergency Services Education Center
- Matt Porter – Institutional Effectiveness Analyst
- Steve Wenzel – Coordinator, Business & Industry Programs
- Bryant Windham – Tutoring Program Specialist

II. Enrollment History

The College's financial stability is closely tied to its enrollment. State appropriations combined with tuition and fees account for about 62% of the College's unrestricted revenue. The key to financial stability is continued enrollment growth. The College has experienced steady growth from its inception in 1966 through the early 1990s, but in 1993, the College experienced a period of flat enrollment for the first time in its history. In the early 2000's the College saw dramatic enrollment growth through 2011. Since this time there has been a trend of flat enrollment and a recent decline -- dramatic growth in the early 2000's then leveling off to where we are now. The work of the Enrollment Management process is to develop strategies to grow and maintain enrollment, so we can serve the educational needs of our community and ensure that the College maintains financial stability even as state appropriations continue to decline. According to the chart below enrollment has remained relatively flat over the past

ten years. In fall 2019, the enrollment was 8,705, and the fall of 2020 enrollment was 7,742, which reflects a significant decrease, likely due to COVID-19.

Historical View of Headcount Enrollment:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total	9,349	10,021	8,911	8,157	7,938	7,944	8,791	8,880	8,955	8,705	7,742

5 year profile information of all students:

Age Category

	Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020	
	#	%	#	%	#	%	#	%	#	%
< 18	1,433	16.3%	1,631	18.4%	1,879	21.0%	1,878	21.6%	2,055	26.5%
18-21	3,542	40.3%	3,661	41.2%	3,574	39.9%	3,451	39.6%	2,844	36.7%
22-24	1,117	12.7%	1,112	12.5%	1,017	11.4%	1,082	12.4%	765	9.9%
25-30	1,144	13.0%	1,064	12.0%	1,111	12.4%	969	11.1%	882	11.4%
31-35	567	6.4%	505	5.7%	475	5.3%	483	5.5%	463	6.0%
36-50	760	8.6%	702	7.9%	688	7.7%	661	7.6%	590	7.6%
50 +	228	2.6%	205	2.3%	211	2.4%	181	2.1%	143	1.8%
Total	8,791	100.0%	8,880	100.0%	8,955	100.0%	8,705	100.0%	7,742	100.0%

Full-Time/Part-Time Status

		Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020	
		#	%	#	%	#	%	#	%	#	%
Full Time	Non-Dual Credit	3,451	39.3%	3,427	38.6%	3,300	36.9%	2,699	31.0%	2,126	27.5%
	Dual Credit	18	0.2%	53	0.6%	38	0.4%	47	0.5%	28	0.4%
	Total	3,469	39.5%	3,480	39.2%	3,338	37.3%	2,746	31.5%	2,154	27.8%
Part Time											
	Non-Dual Credit	3,619	41.2%	3,486	39.3%	3,439	38.4%	3,796	43.6%	3,623	46.8%
	Dual Credit	1,703	19.4%	1,914	21.6%	2,178	24.3%	2,163	24.8%	1,965	25.4%
	Total	5,322	60.5%	5,400	60.8%	5,617	62.7%	5,959	68.5%	5,588	72.2%
Total		8,791	100.0%	8,880	100.0%	8,955	100.0%	8,705	100.0%	7,742	100.0%

Attempted Hours

	Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020	
	#	%	#	%	#	%	#	%	#	%
Less than 6	1,833	20.9%	1,908	21.5%	2,032	22.7%	1,952	22.4%	1,899	24.5%
06-11	3,489	39.7%	3,492	39.3%	3,585	40.0%	4,007	46.0%	3,689	47.6%
12	1,113	12.7%	1,076	12.1%	1,085	12.1%	950	10.9%	781	10.1%
13	1,283	14.6%	1,316	14.8%	1,280	14.3%	1,014	11.6%	764	9.9%
14	499	5.7%	542	6.1%	475	5.3%	385	4.4%	319	4.1%
15	265	3.0%	244	2.7%	213	2.4%	172	2.0%	128	1.7%
16	187	2.1%	181	2.0%	183	2.0%	141	1.6%	97	1.3%
17	55	0.6%	63	0.7%	49	0.5%	35	0.4%	35	0.5%
18	35	0.4%	31	0.3%	28	0.3%	17	0.2%	5	0.1%
More than 18	32	0.4%	27	0.3%	25	0.3%	32	0.4%	25	0.3%
Total	8,791	100.0%	8,880	100.0%	8,955	100.0%	8,705	100.0%	7,742	100.0%

Pell Status

	Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020	
	#	%	#	%	#	%	#	%	#	%
Non-Pell Recipient	5,428	61.7%	5,488	61.8%	5,625	62.8%	5,378	61.8%	4,479	57.9%
Pell Recipient	3,363	38.3%	3,392	38.2%	3,330	37.2%	3,327	38.2%	3,263	42.1%
Total	8,791	100.0%	8,880	100.0%	8,955	100.0%	8,705	100.0%	7,742	100.0%

Full-Time Equivalency (FTE) vs. Overall
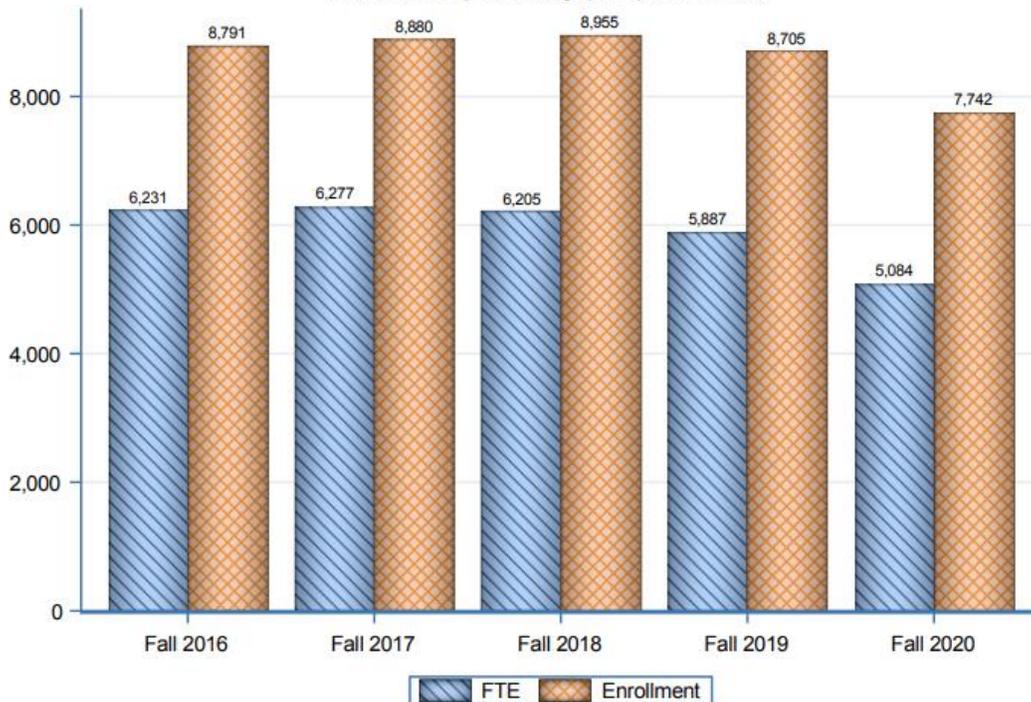
III. Current Enrollment

Fall Report (as of 9/2/2021)

Enrollment Summary – Fall 2021
Year to Date Registration Comparison - Actual Student Enrollment

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Regular Students*	8,858	8,941	8,705	7,763	7,326
+ Current Fall Flex Entry to report in Spring	1,080	1,183	1,837	1,844	1,795
– Students Enrolled as both Regular and Fall Flex Entry	-896	-1,033	-1,713	-1,715	-1,624
Reported Total	9,042	9,091	8,829	7,892	7,497

Part of Term Summary
Unduplicated

	Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021	
	#	%	#	%	#	%	#	%	#	%
16-Week Only	7,809	86.4%	7,806	85.8%	5,924	67.1%	5,152	65.3%	4,946	66.0%
16-Week, 1st 8-Week, 2nd 8-Week	86	1.0%	89	1.0%	943	10.7%	930	11.8%	926	12.4%
16-Week and 1st 8-Week	123	1.4%	136	1.5%	1,002	11.3%	815	10.3%	670	8.9%
16-Week and 2nd 8-Week	209	2.3%	239	2.6%	582	6.6%	568	7.2%	481	6.4%
Other Flex Options	761	8.4%	762	8.4%	5	0.1%	0	0	0	0
1st 8-Week and 2nd 8-Week	39	0.4%	36	0.4%	178	2.0%	204	2.6%	226	3.0%
2nd 8-Week Only	10	0.1%	19	0.2%	119	1.3%	127	1.6%	170	2.3%
1st 8-Week Only	6	0.1%	6	0.1%	76	0.9%	99	1.3%	78	1.0%
Total	9,043	100.0%	9,093	100.0%	8,829	100.0%	7,895	100.0%	7,497	100.0%

Enrollment Report Fall 2021
Year to Date Registration Comparison - Regular Students*

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
First Time in College	1,245	1,414	1,359	986	1,039
First Time Transfer	574	524	534	371	422
Continuing	4,144	3,953	3,771	3,625	3,298
Returning	1,058	988	950	835	1,003
Dual Credit	2,021	2,212	2,215	2,075	1,735
Total	9,042	9,091	8,829	7,892	7,497

Contact Hours Summary

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Academic	1,148,592	1,137,792	1,093,680	947,392	872,800
Workforce	548,944	530,368	512,456	465,088	486,432
Total	1,697,536	1,668,160	1,606,136	1,412,480	1,359,232

Fall 2021 enrollment shows a decrease compared to the previous four years. This indicates we are still seeing a significant impact of COVID-19. The two categories seeing large declines are continuing students and dual credit students. There has been growth in first time in college, first time transfer, and returning students.

IV. New Initiatives

In addition to the standard enrollment and marketing activities, the following are new initiatives that have started and are related to the enrollment strategy of McLennan Community College.

Initiative	Description
Highlander Restart	Debt forgiveness program for former students. Allows former students to pay debt down to a balance of $500 and enroll in classes. When the student completes a certificate or degree, the final $500 balance will be waived.
ExpressPath	Certificates and occupational skills programs that can be obtained in under one year. This is part of the Texas Association of Community College's Texas Reskilling & Upskilling through Education (TRUE) initiative.
ExpressPath Open House Events	Open house events to promote the ExpressPath programs. The events were held on campus and in strategic locations throughout the community.
Calling Campaign	Employees volunteer to call students that have not re-enrolled for the upcoming semester.
CollegeApp Data Platform	Predictive analytics used to help colleges discover and recruit adults who intend to get additional education and training. The database begins with public information about adults aged 18+, supplements the base data with survey results and machine learning algorithms that successfully predict the likelihood of pursuing education and training.
Slate	Slate is a Constituent Relationship Management (CRM) tool designed specifically for higher education. This tool is being used to communicate with prospective students and a new application for admissions is being developed through this system. It can greatly improve our ease of communicating with prospective students.

Process Improvement	Steering Committee Chairs will be leading a review of enrollment processes in Marketing & Communications, Admissions & Recruitment, Records & Registration, Business Office, Financial Aid, and Advising. Consultants will be engaged to work with College employees to complete this review.
EOC Grant	McLennan Community College applied for and was awarded an Education Opportunity Center Grant, which will fund positions specifically to help grow enrollment in post-secondary education in McLennan and Falls counties. Although the goal is to inform prospective students about college in general, McLennan Community College will likely be the beneficiary of the many new students. These staff would be working to help students complete GEDs, apply to colleges, complete the FAFSA, and enroll in college.
Reskilling Funds	Financial assistance from $500 to $2,500 is available for former students to return and complete a degree or certificate. Funding provided by the Texas Higher Education Coordinating Board to assist Texans affected by COVID-19.
We Train Heroes Advertising	Three 30-second TV commercials that will run on traditional and digital TV that promote the health professions and emergency services programs. Promotion will also include a significant amount of social media advertising. This project is being funded by the Perkins Grant.
University Center	Continue to strengthen our partnership and seek out more non-traditional prospects for the University Center. Find ways to continue to encourage prospective students to commit to attending a University Center partner with McLennan Community College as the path.
AEL	Increase recruitment efforts for students who have completed the Adult Education and Literacy Program to continue at McLennan Community College. Provide a FAFSA and application workshop specifically for these students.
Corporate Partnerships	Build on our corporate partnerships, especially those that offer tuition reimbursement programs for employees. Explore the possibility of offering core classes at the company locations and providing FAFSA and application workshops on site for corporations.
Faculty and Staff Outreach Program	The Admissions and Marketing Subcommittee recommended this program as a way to further engage employees in telling the College story. The program will involve multiple levels of participation, based on the desire of the employee.
Community Survey	A community survey was developed to administer anonymously online from June 14 to July 14. The survey's intent is to assess impressions of and satisfaction with the College and to identify growth opportunities. The survey was developed with input for the campus community and the Board of Trustees.

Scholarship Programs	Change to the McLennan Scholarship Program (top 10%) to award based on end of junior year class rank. New Rising Star Scholarship Program for students who rank top 11-20% at the end of junior year.
Website	Review of the functionality of the website from a student's standpoint. Additional ADA features to be added and a chatbot.
Non-Credit/Credit Pathways	Formalize a process for mapping non-credit (continuing education/corporate training and adult education & literacy) course offerings to credit programs/degrees. Foster campus awareness of those career pathway options.
Best Practices for Instruction	Cohort of volunteer faculty to implement a set of best practices during the Fall 2021 semester. These strategies will be assessed to see if they impact retention and/or completion.

V. Approved Subcommittee Recommendation

Admissions and Marketing Subcommittee
Faculty and Staff Outreach Program *(Added March 2021)*
Working to develop specifics for the program to help engage faculty and staff in improving the way we "tell McLennan Community College's story", contributing to the communication of a consistent brand in order to build more community awareness, and engage in recruiting efforts to build our enrollment.

By empowering employees with a consistent "elevator speech", the tools and platforms available to communicate our messaging, and the opportunity to assist prospective students through the registration process, a faculty and staff-driven outreach program will provide invested and dedicated employees with the opportunity to grow their support for the College with one unified voice and strategic plan.

Goal of Recommendation: To increase enrollment by leveraging interactions and developing relationships between prospective students and all McLennan Community College faculty and staff.

Finance Subcommittee
Scholarship Changes *(Added June 2021)*
Policy G-X-k (McLennan Scholarship Program) and Policy G-X-h (McLennan Rising Star Scholarship Program) are exhibits A and B.

McLennan Scholarship Program Changes (Top 10%) - Award the McLennan Scholarships based on class ranks from the end of the junior year for each high school in McLennan County rather than using senior class ranking. This will allow an entire year to use this scholarship to recruit these students. Formalize that the scholarship can be used for the four long semesters following graduation, even if the student does not attend the first semester after high school.

Establish a McLennan Rising Star Scholarship Program (Top 11-20%) – Award the McLennan Rising Star Scholarship in the same manner as the McLennan Scholarship Program.

Retention Subcommittee
Best Practices for Instruction *(Added September 2021)*
Develop a cohort of faculty volunteers to use a set of best practices in their courses for the Fall 2021 semester. Assess the success and/or retention rates in these courses. Strategies to include:

Prior to the start of the semester:
- Email students before class starts, welcoming students to class and stressing your interest in their success and your open door to helping with problems.

During the first week of the semester:
- Learn students' names/preferred way to be addressed and continue calling students by name throughout the semester.
- Have students try out all the technology the class requires at no penalty (submitting assignments, taking quizzes, posting in discussion boards, etc.).
- Require an assignment for a grade. Have any students who do not complete the assignment call, email, or stop by the Completion Center to schedule an appointment with a Success Coach.
- Contact all students at the end of the first week of the course to provide encouragement, see if they have any questions, etc.

Throughout the semester:
- Arrive to class early to have some socialization time with the students to build relationships. In a fully online class, post announcements or reminders and engage in the discussion boards to maintain your presence.
- Take attendance at each class meeting or with each online attendance point; send an email to any student who misses twice in a row.
- Send timely emails to those who are missing assignments or are late turning them in and see if they need assistance.
- Answer emails and questions within 24 hours.
- If a student requests to drop a course, talk with them about strategies and resources that could help them complete the course first. Refer them to the Completion Center to see if they can help before you process the drop.
- Remind students to get advised and register for next semester. Help them find out who their advisor is if they're not sure.

Technology Tools, Circle of Care, and Childcare *(Added June 2021)*
The following recommendations were submitted to the Steering Committee. All recommendations received support for continued development and exploration.

Acquire, Implement, and Utilize CRM and Predictive Analytics Technology and Data
- Select the program that best meets our needs.
  - Identify the parameters the ideal product will meet.
  - Search for software that best matches those parameters.
  - Conduct a cost-benefit analysis, weighing expense with ability to meet all parameters.
- Develop a data analysis structure to create the predictive models.
  - Communicate among departments to determine who our most at-risk students are.
  - Periodically update these models as our student population changes.
- Develop an intervention structure for students identified as at-risk.
- Train departments utilizing this software to enhance communication among employees.

Establish *"circles of care"* for students, where cohorts of students have assigned connections with staff members across multiple departments (Admissions, Financial Aid, Advising, Completion Center, NSO, Learning Framework, etc.)

Explore additional childcare services for students
- Local and national data shows access to childcare is a barrier for prospective students.
- Students needing childcare are a small percentage of the current model's clientele
    - The cost and wait list make it difficult for our students
    - Our students don't necessarily need 8am-5pm daycare

Research and Growth Opportunities Subcommittee
Non-Credit/Credit Pathways *(Added September 2021)*
Formalize a process for mapping non-credit (continuing education/corporate training and adult education & literacy) course offerings to credit programs/degrees. Foster campus awareness of those career pathway options.

Community Survey *(Added June 2021)*
The recommendation received support for development of a community survey administered anonymously online to residents in the McLennan Community College service area. The survey will assess impressions of and satisfaction with the College and to identify growth opportunities.

VI. Summaries of Additional Subcommittee Work

Admissions and Marketing Subcommittee

The Admissions & Marketing Subcommittee has worked on the following initiatives:
- Developing the Faculty and Staff Engagement Program. Continued planning for developing courses that include marketing & recruiting basics; social media & website basics; who are out students; how to keep up with new programs; resources, and activities; how to help a prospective student become a student; and other things you may not know about MCC.
- Review of the website from an admissions and marketing focus.
- Analysis of media and marketing budget, specifically comparing the MCC budget to that of other community colleges in the region.
- Working with the Retention Subcommittee on overlapping initiatives that relate to engagement.

Finance Subcommittee

The Finance Subcommittee has worked on the following additional initiatives:
- Discussing incentive ideas for enrollments.
- Assisted other subcommittees with financial impact analysis of initiatives.

Research and Growth Opportunities

The Research and Growth Opportunities Subcommittee has working groups that are continuing to develop recommendations and ideas for the following:

- Incentivize enrollment—Bradley Christian, Celina Brown, Gary Myles
  - Looking at data and at multiple options to incentivize 1) enrollment on the front end and 2) completions on the back end
  - Looking at the literature on incentivizing
  - Communicating with Tonya Trepinski-Ochoa about learning framework students, especially 1300 students, who are enrolled in one or more dev. ed. classes
  - Considering small incentives, e.g., celebrating accomplishments throughout a semester
  - Considering big incentives at the back end, e.g., a voucher for tuition reimbursement when finished with dev. ed. courses (Finance Subcommittee is getting data on the cost)—it was noted that all dev. ed. courses are free at Austin Community College
  - Considering how to incentivize other students, e.g., after completing the first 15 hrs. at MCC, the student would get a tuition discount and after the next 15 hrs. the student would get another tuition discount—it was noted that a Board member is concerned about tuition and how to lower it, and this group is working on a way to do so
- Communicate the success of programs, including marketing specific workforce programs— Bryant Windham, David Davenport, Steve Wenzel
  - Meeting with Laura Wichman to collect data and to discuss the group's upcoming on-campus survey
  - Changing the focus of the survey from successful programs to programs that could use revitalizing and review (on advice from Laura)
  - Conducting the survey next week
  - Will be deciding where to recommend advertising after getting survey results
  - Will be collaborating with Lisa Elliott on the marketing part of the recommendation
- Offer more non-degree options—Annette Bigham, Lizette LaStrape, Sharon Kenan
  - Realigning the group's focus by emphasizing non-credit/credit pathways—based on feedback from interviews
  - Recommendations were made and accepted by the Steering Committee
- Focus on outreach to Hispanics on campus and in the community—Bronwen Forbay and Glynnis Gaines
  - Completing the information gathering effort
  - Planning to work with the results to determine next steps
- Work with high schools (public and private) and home schools to increase first time in college enrollment—Joe Arrington, Matt Porter, Sally Frazier
  - Meeting with Londa Carriveau to obtain a list of dual credit high school instructors who also teach dual credit courses for MCC
  - Planning to contact those instructors to determine ways in which MCC could collaborate with them
  - Planning to inquire about ISD facilitator training that a subcommittee member suggested as a forum for obtaining information
- College name change
  - Community Survey will give additional information about how this would be received by the residents.
  - Of the 50 community colleges in Texas, 39 do not include community or junior in the name.

- A QRT report completed in 2012 interviewed community colleges throughout the United States and found that offering baccalaureate degrees or changing the mission of the institution were the primary reasons for dropping community from the name.
- Texas institutions that have dropped community or junior from their names in recent years will be contacted and asked several questions, including why they decided to drop the word "community" from their names.
- Continued work on the development and execution of the community survey. Survey was conducted June 14 through July 14. The committee received input from College employees and members of the Board of Trustees.

Retention Subcommittee

The Retention Subcommittee has worked on these additional items:
- Evaluation of Completion Center staffing recommendations.
    - Cost/benefit analysis prepared by the Finance Subcommittee
    - Discussion about other departments on campus helping with functions similar to what Completion Center does.
- Early Alert Software being purchased with Brightspace – Performance Plus.
- Development of a way to communicate all suggestions (and suggestions created in the future) to the appropriate offices so they can review them and implement what they can, even independent of the SEM report.
- Subcommittee has identified and kept engaged with the following initiatives:
    - New student orientation changes
    - Changes in Learning Frameworks
    - Earlier and more accessible career exploration
    - Assigned Success Coaches earlier in the student's time at MCC
- Best Practices in Instruction Pilot Program – recommendation approved by the Steering Committee for implementation in Fall 2021.

VII. Results/Outcomes

Initiative	Results/Outcomes
Highlander Restart	- This program started in the Spring of 2021 with 47 students enrolled. Those students paid $7,833 and used $1,800 from eligible financial aid to pay past due balances to McLennan Community College. The 47 students were registered for 321 credit hours, which generates approximately $39,162 in tuition and fees. The total amount to be waived for these 47 students when they complete their degree or certificate will be $18,306. - As of 6/29/2021 there are 97 students enrolled in the Highlander Restart Program. These students have paid $33,361.54 to return to MCC and used $4,266.87 in eligible financial aid. When the students complete a program, the College will waive remaining debt that totals $27,260.40. The students in the program have enrolled and paid for 936 credit hours, which is approximately $114,192 in additional tuition and fee revenue. There are 9 students that are pending graduation.

	• As of 8/17/2021 there are 126 students enrolled in the Highlander Restart Program. These students have paid $41,104.69 to return to MCC and used $4,866.87 in eligible financial aid. When the students complete a program, the College will waive remaining debt that totals $35,422.99. The students in the program have enrolled and paid for 1,150 credit hours, which is $178,548.30 in additional tuition and fee revenue. There are 9 students that are pending graduation.
ExpressPath	• Recruitment efforts continue.

ExpressPath Open House Events	• The first ExpressPath Open House events were held on Thursday, November 12 from 5:30-8:00 and Saturday, November 14 from 9:00-noon. The events were held in the McLennan Community College Conference Center. 24 participants attended the event and had the opportunity to visit with instructional program staff and support staff (business office, financial aid, admissions, advising, success coaches, and testing).
	• ExpressPath Open House events were held on May 17 from 5:00-7:00 at the Bellmead Civic Center, June 12 from 10:00-12:00 at the China Spring High School, and June 26 from 10:00-12:00 at the Dewey Park Recreation Center.
	    ○ November 12 at MCC – 10 attendees with 18 registered/no-shows
	    ○ November 14 at MCC – 11 attendees with 16 registered/no-shows
	    ○ May 17 at Bellmead – 9 attendees with 21 registered/no-shows
	    ○ June 12 at China Spring – 13 attendees with 11 registered/no-shows
	    ○ June 26 at Dewey Park – 13 attendees with 37 registered/no-shows
	    ○ Total: 56 attendees with 103 registered/no-shows, which convert into 100+ new prospects, leads, or returning students.
	• SEM Admissions & Marketing Subcommittee is currently contacting those who were registered for ExpressPath events but did not attend.

Calling Campaign	• For the Spring 2021 Semester: 2,832 students were assigned to 53 volunteer employees to call. Results: 730 planned to enroll at McLennan Community College, 115 did not plan to enroll at McLennan Community College, 100 were unsure, 17 intend to enroll at the University Center, 14 intend to enroll at another school, 771 registered after the call. • For the Fall 2021 Semester students were assigned to volunteer employees to call.
CollegeApp Data Platform	• Used to generate a list of all high school juniors in McLennan and Falls counties for a juniors/parents postcard. Using this tool to determine the best location for the ExpressPath Open House events in McLennan County. • Generated mailing lists for advertising the Bellmead, China Spring High School, and Dewey Park Recreation Center ExpressPath Open House Events.
Slate	• A new application for admission is live in Slate. Slate is being used to communicate with prospective students regularly and for targeted events for special programs (ExpressPath, Highlander Restart, etc.). Event planning for several College events allows participants to RSVP. This tool is also used for scheduling appointments with recruiters.
Process Improvement	• Board of Trustees approved a contract with Cicero Group for the Enrollment Management Process Improvement work on 4/27/2021. Stephen Benson and

	Kim Patterson are the coordinating the work, with a team of logistics leads from each department. Cicero Group started interviews with staff in mid June to begin the process mapping. • Interviews with staff and the preparation of the process map is complete. • Surveys are ongoing to complete the work for developing recommendations.
EOC Grant	• Grant application has been submitted. If awarded, the EOC grant will fund outreach to and support of non-traditional students to encourage enrollment at MCC and other post-secondary institutions. • MCC was awarded the EOC Grant for $232,050 for 5 years. Total award is $1,160,250.
Reskilling Funds	• Recruitment efforts continue. • 15 students have received awards during Spring 2021, Summer 2021, and Fall 2021. Total amount awarded is $22,160.
We Train Heroes Advertising	• This campaign will run from April through August for the Summer and Fall registration period.
Community Survey	• The draft survey was presented to the campus community, Board of Trustees, and the SEM Steering Committee for input. • The survey went live on June 14 and will continue through July 14. • https://mclennan.co1.qualtrics.com/jfe/form/SV_bkBe8KdYwbmjCJw?fbclid=IwAR0JFPbz-RVeaFiFW7gKhjIFYlHHjmhNvG-LFcfo-y4qAxgDozC4vL6lkGI
Best Practices for Instruction	• Cohort of 31 volunteer faculty to implement a set of 11 best practices during the Fall 2021 semester. These strategies will be assessed to see if they impact retention and/or completion.

Exhibit A

McLennan Community College

POLICIES AND PROCEDURES

Reference:	G-X-k	Effective Date	07/19/2021
Subject:	McLennan Scholarship Program		
Source:	Vice President, Finance & Administration		
Approval Authority:	President	Approval Date	07/19/2021
History:	Previously effective 08/26/2016, replaced policy dated 12/01/2012		
Remarks:			

The college shall offer McLennan Scholarships to all students who rank academically in the top 10% (according to latest ranking) at the end of the junior year for each high school in McLennan County accredited by the Texas Education Agency, or to the top five students in such classes, whichever represents the greater number of students. If the class has fewer than 21 students, the two highest-ranking students in the class shall be awarded a McLennan Scholarship.

Students qualifying for the McLennan Scholarship shall be identified and certified each year by the principal or counselor of their high school in the spring of their junior year.

The McLennan Scholarship shall also be offered to five (5) students who are McLennan County residents and graduate from Home School programs. Students interested in this scholarship must complete the MCC Foundation Scholarship application and indicate their interest in the home school McLennan Scholarship. The scholarship committee will then award these scholarships. All other requirements of the scholarship remain the same.

The scholarship shall be valid for four consecutive long semesters, (for example fall, spring, fall, spring) after graduation from high school. Semesters unused by the student are lost to the scholarship and the scholarship expires after the fourth long semester after high school graduation. For example, a student chooses to attend another College during the first semester after high school graduation and then decides to return to McLennan for the following semester will have three semesters of the scholarship remaining. Except for cohort type programs that require summer enrollment for on time completion, scholarships shall not be valid during the summer terms.

Before enrolling, eligible students must apply for admission and complete the Free Application for Federal Student Aid (FASFA). Scholarship recipients shall enroll full time (defined as 12 or more hours per semester) and maintain a cumulative grade point average of 3.0 to remain eligible for this scholarship. Students who do not meet these requirements will forfeit the remainder of the scholarship, however if the student experiences extenuating circumstances during enrollment causing the GPA to falter, they may write a letter of appeal to the Director of Financial Aid explaining these circumstances and possibly have the scholarship restored.

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The amount, or value, of a McLennan Scholarship shall be full tuition and fees each semester, excluding travel course fees, late registration fees, class change fees, Inclusive Access fees, or the additional tuition for attempting a course more than twice. The administration of the McLennan Scholarship program shall be under the supervision of the Vice President, Finance & Administration. All McLennan Scholarships shall be processed by the Office of Financial Aid. Once a scholarship is offered, the offer will not be reduced – even if class rank changes for a student. If a student moves from the 11-20% rank to the top 10%, the scholarship offer will be increased. The McLennan Scholarship shall be paid in addition to any academic scholarship the student receives. Students who receive the Presidential or Honors College Scholarship in addition to the McLennan Scholarship will receive the scholarship that provides the greatest benefit to the student.

Exhibit B

McLennan Community College

POLICIES AND PROCEDURES

Reference:	G-X-h	Effective Date	07/19/2021
Subject:	McLennan Rising Star Scholarship		
Source:	Vice President, Finance & Administration		
Approval Authority:	President	Approval Date	07/19/2021
History:			
Remarks:	New Proposed Policy		

The college shall offer McLennan Rising Star Scholarships to all students who rank academically in the top 11 to 20% (according to latest ranking) at the end of the junior year for each high school in McLennan County accredited by the Texas Education Agency, or to the students ranking 6th through 10th, whichever represents the greater number of students. If the class has fewer than 21 students, the third and fourth ranked students in the class shall be awarded the Rising Star Scholarship.

Students qualifying for the Rising Star Scholarship shall be identified and certified each year by the principal or counselor of their high school in the spring of their junior year.

The scholarship shall be valid for four consecutive long semesters, (for example fall, spring, fall, spring) after graduation from high school. Semesters unused by the student are lost to the scholarship and the scholarship expires after the fourth long semester after high school graduation. For example, a student chooses to attend another College during the first semester after high school graduation and then decides to return to McLennan for the following semester will have three semesters of the scholarship remaining. Except for cohort type programs that require summer enrollment for on time completion, scholarships shall not be valid during the summer terms.

Before enrolling, eligible students must apply for admission and complete the Free Application for Federal Student Aid (FASFA). Scholarship recipients shall enroll full time (defined as 12 or more hours per semester) and maintain a cumulative grade point average of 2.5 to remain eligible for this scholarship. Students who do not meet these requirements will forfeit the remainder of the scholarship, however if the student experiences extenuating circumstances during enrollment causing the GPA to falter, they may write a letter of appeal to the Director of Financial Aid explaining these circumstances and possibly have the scholarship restored.

The amount, or value, of the Rising Star Scholarship shall be one half tuition and fees each semester, excluding travel course fees, late registration fees, class change fees, Inclusive Access fees, or the additional tuition for attempting a course more than twice. The administration of the Rising Star Scholarship program shall be under the supervision of the Vice President, Finance & Administration. All Rising Star Scholarships shall be processed by the Office of Financial Aid. Once a scholarship is offered, the offer will not be reduced – even if class rank changes for a student. If a student moves from the 11-

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20% rank to the top 10%, the scholarship offer will be increased. The Rising Star Scholarship shall be paid in addition to any academic scholarship the student receives. Students who receive the Presidential or Honors College Scholarship in addition to the Rising Star Scholarship will receive the scholarship that provides the greatest benefit to the student.