

McLennan

C O M M U N I T Y

COLLEGE



STRATEGIC ENROLLMENT MANAGEMENT PLAN

March 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.

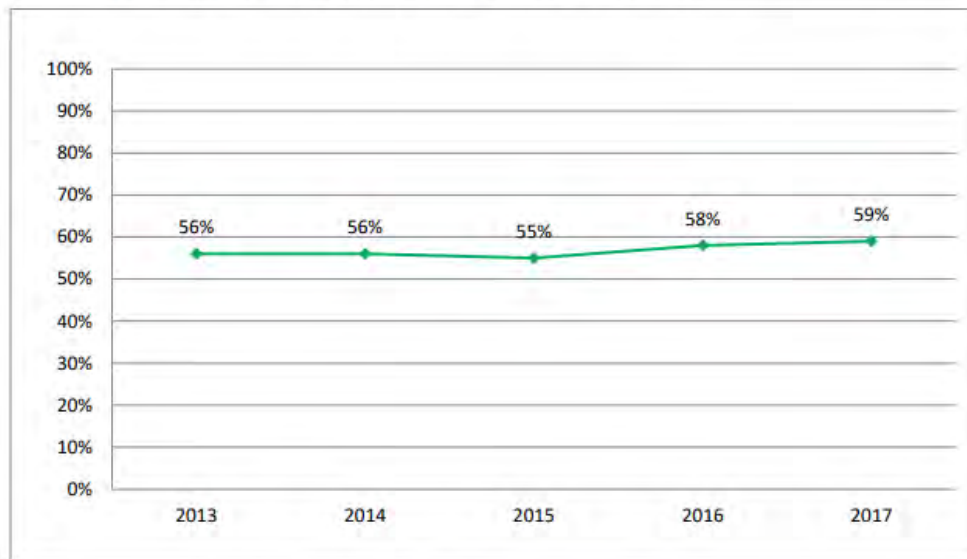


Figure 2: College Matriculation Rates of McLennan County High School Graduates

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.

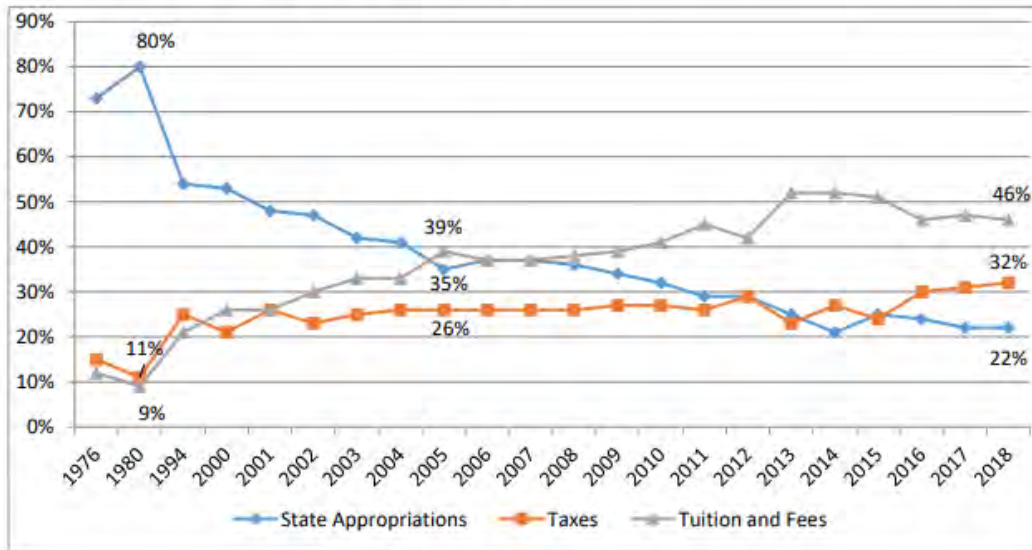


Figure 3: Historical Revenue Percentages by Source

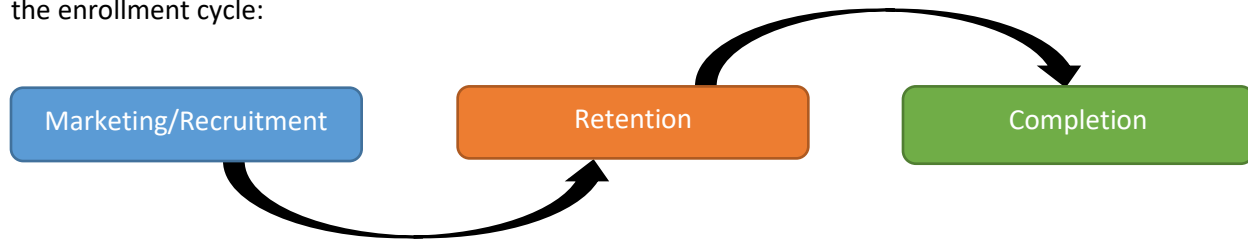
One of the specific strategies to achieve directive IV (Develop resources to fund success) is as follows:

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:



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
- 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
- Sharon Kenan – Librarian/Professor, Library Services
- Aranza Torres - Recruiter
- Paul Hoffman - Director, Student Development
- James Kubacak – Director, Financial Aid
- 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
- Aranza Torres - Recruiter
- 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:

- James Kubacak – 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 Development
- Jessica Shelton – Assistant Professor, Mental Health/Social Work

Members:

- John Baughman – Director, Counseling Center
- Tamara Culver – Professor, Criminal Justice
- Chad Eggleston – Dean, Arts & Sciences

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- Brian Jackson – Recruiter
 - Claudette Jackson – Director, Diversity, Equity & Inclusion
 - Tina Lyles – Associate Director, Advising & Career Services
 - Letitia Monsey – Associate Director, Completion Center
 - 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

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:

- Sharon Kenan – Librarian/Professor, Library Science
- Jeff Martin-Moreno – Research Analyst

Members:

- Joe Arrington – Division Chair, Human Services & Education
- Annette Bigham – Program Director/Professor, Business
- Celina Brown – Advisor
- Brad Christian – Division Chair, Math & Science
- David Davenport – Professor, Economics
- Bronwen Forbay – Associate Professor, Music
- Sally Frazier – Recruiter
- Glynnis Gaines – Dean, Health Professions
- Lizette LaStrape - Counselor
- 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%

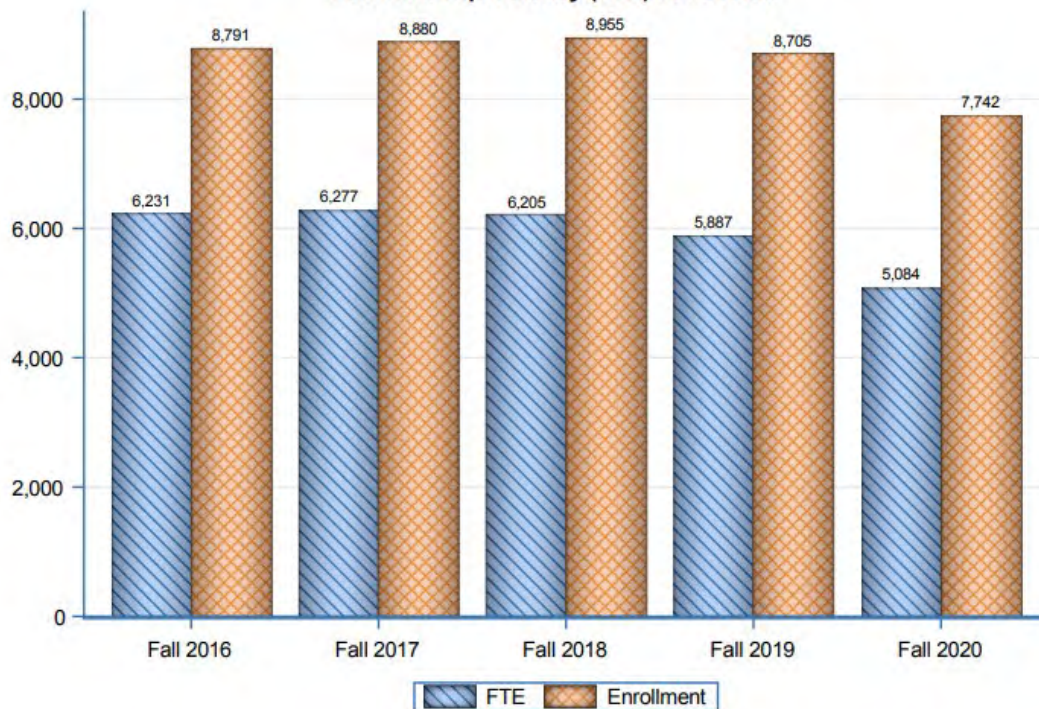
Attempted Hours

	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

Spring 2021 Report (as of 3/25/2021)

Enrollment Summary - Spring 2021
Year to Date Registration Comparison - Reported
Day of Class: 48

	Spring 2019	Spring 2020	Spring 2021
Regular Students*	7,816	7,613	6,505
+ Fall Flex Entry students reported in Spring	1,196	1,968	1,981
+ Winter Minimester students reported in Spring	791	685	656
- Students Enrolled as both Fall Flex and Winter Minimester	0	0	-74
Reported Total	9,803	10,266	9,068

Part of Term Summary
Unduplicated

	Spring 2019		Spring 2020		Spring 2021	
	#	%	#	%	#	%
16-Week Only	6,619	80.3%	5,162	64.3%	4,521	65.4%
16-Week, 1st 8-Week, 2nd 8-Week	230	2.8%	1,081	13.5%	818	11.8%
16-Week and 2nd 8-Week	855	10.4%	551	6.9%	446	6.5%
16-Week and 1st 8-Week	308	3.7%	811	10.1%	698	10.1%
2nd 8-Week Only	190	2.3%	219	2.7%	223	3.2%
1st 8-Week and 2nd 8-Week	33	0.4%	159	2.0%	138	2.0%
1st 8-Week Only	10	0.1%	43	0.5%	70	1.0%
Total	8,245	100.0%	8,026	100.0%	6,914	100.0%

Enrollment Report Spring 2021
Year to Date Registration Comparison - Actual Students*

	Spring 2019	Spring 2020	Spring 2021
First Time in College	231	218	163
First Time Transfer	346	288	239
Continuing	4,718	4,642	3,921
Returning	742	673	680
Dual Credit	2,028	2,063	1,768
Total	8,065	7,884	6,771

Contact Hours Summary

	Spring 2019	Spring 2020	Spring 2021
Academic	900,064	887,472	733,837
Workforce	500,408	480,112	408,876
Total	1,400,472	1,367,584	1,142,713

IV. New Initiatives

In addition to the standard enrollment and marketing activities, the following new initiatives relate 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. One event was held on campus in the Fall of 2020, and future events are being scheduled for Spring of 2021 in McLennan and Falls Counties.
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 process to review enrollment processes in Marketing & Communications, Admissions & Recruitment, Records & Registration, Business Office, Financial Aid, and Advising. A consultant will be hired to help explore the processes and make recommendations.
EOC Grant	McLennan Community College has applied for an Education Opportunity Center Grant which would 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 would 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.

V. Approved Subcommittee Recommendation

Admissions and Marketing Subcommittee

After reviewing Focus Group information gathered by Dr. Benson, the subcommittee determined that faculty and staff are interested in communicating their students' and their own testimonials in order to "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.

Levels of Participation and Commitment for Participants

Initially, the subcommittee proposes three levels of participation and commitment for participants.

- Level One: Attend brand training designed to educate on tools and specific McLennan Community College messaging
 - Clarify current uniform branding and messaging

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- Demonstrate how to promote McLennan Community College during daily interactions (i.e. Word-of-mouth, special media, speaking engagements, recruiting events, etc.)
 - Encourage participants to continue to level 2 or 3
 - Success Measures: 95% participation from all employees
 - Level Two: Commit to participating in annual call campaigns
 - Marketing and Admissions staff will identify prospective students for call campaigns at least twice annually
 - Volunteers will receive a basic script, a list of prospective students, and their contact information along with instructions for tracking the interactions and feedback received
 - Success Measures: Number of employees participating and number of students contacted as well as how many prospective students registered and how many current students were retained.
 - Level Three: Provide new/prospective students with a reach out to assist them through the enrollment and college process to increase engagement, enrollment, and retention.
 - The enrollment and registration process can often be confusing and intimidating for a student, but this program will provide students with an expert they know they can connect with to provide guidance through the process.
 - Commit to offer support to a small number of prospective students
 - Engage with the assigned student(s) at the comfort level of the student (email, in-person, call, text, etc.).
 - Extend the program to students who may be connected with a faculty/staff member during New Student Orientation for retention purposes.
 - Success Measures: Number of prospective students contacted and how many applied and registered for classes

VI. Additional Subcommittee Work

Admissions and Marketing Subcommittee

The Admissions & Marketing Subcommittee initially reviewed the current Admissions & Recruiting and Marketing Plans in order to understand the work already implemented in recruiting and retaining students at McLennan Community College. The committee developed some questions to research over the next year pertaining to recruiting and marketing:

- Where are the gaps in our community and at McLennan Community College?
- What is within our control as far as selection, persistence, and retention?
- Upon admission, why do some students not register or enroll for classes?
- Why do some students persist while others do not?
- What is the ROI on our current and future efforts?
- What is the potential capacity of our non-traditional, prospective students?
- What are the other target markets we have yet to tap as prospects?

Some potential recommendations from this subcommittee include:

- Partnering with external entities in order to encourage prospective students to get started.

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- Investigate who the prospective students are who fill out FAFSA applications for McLennan Community College but do not fill out McLennan Community College applications or those who applied but never registered.
 - Reconsider the college changing its name without “community”.
 - Ask the campus community to participate more in “telling the McLennan Community College story” in the public.
 - Partner with local ISDs in order to communicate better with parents who may be interested in furthering their education or who influence their children’s decisions on higher education.

Finance Subcommittee

The Finance Subcommittee has reviewed and discussed many different ideas that will improve the processes and operational matters related to enrollment. Some of the discussion items include:

- Reviewing the financial impacts of moving the financial aid census date to be in line with the enrollment census date. A consulting visit from Ellucian has been scheduled to assist with this work.
- Discussing incentive ideas for enrollments.
- Discussing the financial impacts and benefits of our advertising strategies.
- Continue to monitor the Highlander Restart (Debt Forgiveness Program).
- Discussion on the current billing process used through the Student Accounts Receivable Office.

Research and Growth Opportunities

The Research and Growth Opportunities Subcommittee formed working groups for the following research and have started this work:

- Group 1—Incentivize enrollment—Bradley Christian, Celina Brown, Gary Myles
- Group 2—Communicate the success of programs, including marketing specific workforce programs—Bryant Windham, David Davenport, Steve Wenzel
- Group 3—Offer more non-degree options—Annette Bigham, Lizette LaStrape, Sharon Kenan
- Group 4—Focus on outreach to Hispanics on campus and in the community—Bronwen Forbay, Glynnis Gaines, Jeff Martin-Moreno
- Group 5—Work with high schools (public and private) and home schools to increase first time in college enrollment—Joe Arrington, Matt Porter, Sally Frazier

Retention

The Retention Subcommittee reached out to several people on campus who might not normally get to participate in conversations like these. They asked what their number one idea was to improve retention at McLennan Community College. They compiled these results and grouped together similar ideas. Some of the themes that emerged were:

- Personal advising/mentoring/career guidance from the time a student enters McLennan Community College through the time they graduate.
- Developing a sense of community, inclusiveness, and belonging through activities, organizations, spaces on campuses, etc.

- Faculty presence in their classes and development of a connection with students marked by empathy and understanding.
- Support for students, including holistic advising, access to technology, child care, and scholarships, even before the students realize they need it.
- Peer support and academic success pair well together.
- Personal handoffs are the best model, regardless of the perceived importance of the situation.
- Data should drive our understanding of course offerings needed, who is successful and why, and why some students leave.

Additional knowledge was gained from the following:

- Reviewed data from the Institutional Research Department on retention and reasons why students left McLennan Community College
- Reviewed notes from Focus Groups (9/21/20 – 10/2/20)
- Reviewed Ruffalo Noel Levitz Enrollment Opportunity Analysis slideshow from 2019
- Reviewed Comprehensive Local Needs Assessment reports from Fall 2019 and Spring 2020
- Reviewed book, *Student Success in the Community College* by Terry U. O'Banion and Marguerite M. Culp (2021)

VII. Results/Outcomes

Initiative	Results/Outcomes
Highlander Restart	This program started in the Spring of 2021. Currently, the program has 47 students enrolled. Those students have paid \$7,833 and used \$1,800 from eligible financial aid to pay past due balances to McLennan Community College. The 47 students are registered for 321 credit hours, which is 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.
ExpressPath	TBD - 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).
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.
CollegeApp Data Platform	Used to pull 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. Minimal amount of other use so far.
Slate	A new application for admission is being tested on Slate. The goal is for this to go live in April. 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	RFP issued on March 22, 2021. Proposals are due on April 15 th with the anticipation of seeking approval from the Board of Trustees on 4/27/2021. The work team has been formed and is ready to begin immediately.
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.
Reskilling Funds	TBD - Recruitment efforts continue.
We Train Heroes Advertising	This campaign will run from April through August for the Summer and Fall registration period.