# Strategic Enrollment Planning: AY 2020-2021 Action Plan

Action Plan:

| SEP Recommendation | Action Item | Tasks, Timeline, and Assignment |
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| **Student Recruitment & Admissions** | | |
| Develop a formalized recruitment and admissions funnel to improve enrollment and understand the prospect movement (perhaps by purchasing a CRM, purchasing names, concentrating on particular populations, such as dual enrollment, adult basic education, entry-level government employees, and students in the tri-county area.). | Create a realistic timeline and action plan for development of a formalized recruitment and admissions funnel for Helena College.<br>• Is this a multi-year project?<br>• How much can be mapped for the entire project?<br>• What are the tasks/action items for this academic year? | • Director of Marketing & Communications<br>• Director of Enrollment |
| Examine tuition discounting to attract particular populations, such as dual-enrolled, ABE, and Access to Success students. | Evaluate the effectiveness of the HC Stars program and create a plan for AY 2021-2022<br>• Application process & timeline<br>• Promotion<br>• Budget/funding source<br>• Student/high school feedback<br><br>Create a plan for using part of the Dean's Waiver as a scholarship to recruit new students.<br>• Explore possible options for scholarship: merit based, DE support, leadership, etc.<br>• Create an application process and timeline | • Director of Marketing & Communications<br>• Director of Enrollment<br>• Director of K-12 Partnerships<br>• FA/Scholarships<br><br>• Director of Marketing & Communications<br>• Director of Enrollment<br>• FA/Scholarships<br>• Others based on type of scholarship |

| | • Create a budget/funding source proposal<br>• Create a plan for promotion | |
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| Develop a recruitment marketing communication plan for traditional students, adult students, special populations, and particular programs in the tri-county area and improve the college's website. | Update all HC webpages necessary for student recruitment and onboarding, i.e. advising, admissions, academic program pages, etc.<br>• Develop a standard timeline, template, and process for annual webpage updates.<br>    ○ Top five things we want prospective students to know about our programs?<br>• Create a timeline for updating webpages this year so pages are updated before they are needed for critical recruitment, onboarding, and advising dates. | • Director of Marketing & Communications<br>• IT<br>• Division Directors<br>• Student Affairs Directors |
| | Create program videos that can be used for recruitment and program promotion. | • Director of Marketing & Communication<br>• Division Directors<br>• Director of K-12 Partnerships<br>• Program Faculty |
| | Create a program promotion plan/calendar—which programs are going to be promoted each year.<br>• Establish criteria that will be used to determine program promotion—when and how they are being strategically promoted. | • Director of Marketing & Communication<br>• Division Directors<br>• Director of Enrollment? |

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| Conduct an in-depth study of community perception of the college to refine marketing tactics. | Research and create a proposal for an in-depth study of the community's perception of Helena College, to be done by an external agency, possibly in FY 22.<br>• Cost and budget approval | • Director of Marketing & Communication |
| **Student Retention, Progression & Completion** | | |
| Develop academic pathways and scheduling efficiencies to improve transfer and completion. | Create academic mapping guidelines:<br>• Common first semesters between academic pathways within meta majors.<br>• Define milestone course and identify milestone courses in all academic pathways.<br>• Identify any career exploration and or WBL experiences that can be added within the first two semesters of an academic pathway.<br>• Clearly identify specific elective course choices based on each academic pathway.<br>• Outline course requirements for each semester of an academic pathway.<br>• Identify both career and transfer opportunities for each academic pathway.<br>• Map pathways for both a full-time and a part-time student in each academic pathway, with clear timelines and costs identified. | • Division Directors<br>• SEP SC Co-Chairs<br>• Design Team Faculty<br>• Advisors<br>• Career Coordinator |
| | Create academic maps for all existing academic pathways/programs. | • Design Team Advisors and Faculty |

| | Explore new academic maps for transfer pathways that are relatively easy for Helena College to connect to (i.e. do not need to add several new courses to facilitate transfer on a pathway). | • Division Directors<br>• Design Team Advisors and Faculty |
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| Develop strategies to help students make informed choices about achieving their education goals, beginning with orientation. | Define and create meta majors for Helena College.<br>   • Use academic pathways created to inform/create HC meta majors. | • Division Directors<br>• Director of Marketing & Communication<br>• Director of Enrollment<br>• SEP Steering Committee Co-Chairs/members? |
| | Create opportunities for career exploration within the first two semesters of all academic pathways, possibly through first year experience embedded or stand-alone courses.<br>   • MT10 FYE workshops pilot should be assessed, evaluated, and used to inform full-scale implementation. | • Career Coordinator<br>• Division Directors<br>• Program Faculty for each academic program/pathway<br>• SEP SC Co-Chairs |
| | Ensure that advisors have all the necessary tools and information to help students make informed choices about their academic pathways (i.e. academic maps, updated program webpages, clearly identified faculty mentor for each pathway, career and transfer information, etc.). | • Division Directors<br>• Director of Enrollment<br>• Advisors<br>• Director of Marketing & Communication |
| Use the services offered to special populations (Veterans and TRIO) as models for defining the student support structure. | Create outcomes/objectives for advising so that advising and advising model can be assessed, evaluated, and changed based on outcomes assessment. | • Director of Enrollment<br>• Advisors |
| Integrate academics and student support services. | Continue to evaluate current integration of academic and student affairs. | • Dean/CEO<br>• Directors |

| | Explore additional opportunities for continued integration of academic and student support services (i.e. embedded tutoring pilot, connecting faculty to support services, connecting student services staff to programs and/or faculty, etc.) | • Directors<br>• SEP SC Design Teams? |
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| Further examine the four cycles of CCSSE and SENSE results to better understand the student experience. | Determine which office/area owns CCSSEE and SENSE survey results and create a sustainable model/process to evaluate and use this data moving forward. | • Director of Institutional Research & Effectiveness<br>• IDEA Committee?<br>• Dean's Cabinet<br>• Directors |
| **Programs & Services** | | |
| Improve online education (quality of instruction, student support, and fully online programs). | Create a formalized assessment method/tool for online course assessment.<br><br>Create an evaluation/assessment method/tool for evaluation of online student support services (i.e. virtual advising, IT/technical support, tutoring, special population services, etc.).<br><br>Provide training opportunities and support for both faculty and staff to improve and enhance online instruction and support. | • Faculty evaluation committee<br><br>• Student Affairs Directors<br>• SEP Steering Committee Design Team?<br><br>• Director of eLearning<br>• Faculty and Staff Presidents?<br>• Professional Development Committee |
| Focus institutional resources on academic programs with opportunities for growth (i.e. low or declining enrollments, high workforce demand, and/or low fiscal investment). Specifically, these programs include Accounting & Business, Computer Technology, and Office Technology. | Create a partnership with East Helena High to ensure that dual enrollment course offerings are ready for the first cohort of junior students beginning in AY 2021-2022.<br>• GEER's Grant for CSCI and distance learning classroom. | • Director of K-12 Partnerships<br>• Division Directors<br>• CT Faculty<br>• Necessary program faculty |

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| | Create transfer pathways/dual enrollment articulation agreements with 4-year university partners.<br>• Carroll College<br>• MUS 4-year institutions | • Director of Gen Ed & Transfer<br>• Necessary division faculty |
| | Research new program options for ASM program while on moratorium.<br>• Explore possible opportunities to shift administrative assistant curriculum into shorter training/certificate opportunities through Continuing Education.<br>• Evaluate DOLI data for Helena and surrounding areas to determine employer need and possible new program opportunities/direction for ASM program.<br>• Convene focus groups of local employers and HC employees to provide feedback/input for curriculum and direction of new program pathways. | • Director of Gen Ed & Transfer |
| | Collaborate with Missoula College and Bitterroot College on IT/CT GEER's grant.<br>• Explore possible curriculum changes within the CT program due to professional development and opportunities provided through grant funding. | • Director of Gen Ed & Transfer<br>• CT Faculty |

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| Incentivize completion of AAS degrees in programs where completion rates are average or below average: Automotive Technology, Aviation Maintenance Technology, Computer Technology, Diesel Technology, Metals Technology, and Industrial Welding & Metals Fabrication. | Evaluate current completion data for all AAS programs and identify any programs with average or below-average completion rates.<br>• Create program-specific plans for programs with low completion rates.<br><br>Create a plan to increase student awareness of the importance of AAS degree completion and the importance of college credentials.<br>• Celebrate degree completion in programs. | • Director of Institutional Research & Effectiveness<br>• Director of Trades/CTE<br>• Director of Gen Ed & Transfer<br>• Necessary program faculty<br><br>• Division Directors<br><br>• Necessary program faculty<br>• Director of Enrollment? |
| Explore new programs and partnerships that fit institutional mission and eternal market considerations (such as healthcare). | Evaluate DOLI data for Helena and surrounding areas to determine employer need and possible new program opportunities/direction for Helena College.<br>• Use focus groups of employers/community partners to explore possible new program opportunities.<br><br>Create transfer pathways/dual enrollment articulation agreements with 4-year university partners.<br>• Carroll College<br>• MUS 4-year institutions<br>• AAS to BAS pathways<br><br>Explore new academic maps for transfer pathways that are relatively easy for Helena College to connect to (i.e. do not need to add several new courses to facilitate transfer on a pathway). | • Division Directors<br><br><br><br><br>• Division Directors<br>• Necessary division/program faculty<br><br><br><br>• Division Directors<br>• Necessary division/program faculty |

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| | Explore partnerships in health sciences to allow transfer into or completion of health science academic pathways.<br>　　• Perkins Grant | • Division Directors<br>• Director of K-12 Partnerships<br>• Necessary division/program faculty |
| Diversify scheduling and delivery of instruction and support services to attract working adults (structured scheduling, online programs, non-credit skills development courses and certifications, and summer session offerings). | Create fully online AA and AS degree pathway options.<br><br>Explore opportunities for structured schedules within academic pathways and programs. | • Director of Gen Ed & Transfer<br><br><br>• Division Directors<br>• Necessary division/program faculty |
| **Community Engagement & Workforce Development** | | |
| Expand customized training partnerships with employers and community organizations. | Expand customized training partnerships with employers and community organizations.<br>　　• Explore more remote/online training/course offerings. | • Director of CE & WD |
| Develop new credit and non-credit career pathways programs and/or certification training programs that prepare individuals for employment in occupations that fulfill employer's priority workforce needs. | Explore possible opportunities to shift administrative assistant curriculum into shorter training/certificate opportunities through Continuing Education. | • Director of Gen Ed & Transfer<br>• Director of CE &WD |
| Increase partnerships with employers that integrate quality work-based learning experiences (internships, apprenticeships, etc.) into college academic programs (credit and non-credit). | Identify any career exploration and or WBL experiences that can be added within the first two semesters of an academic pathway.<br><br><br>Explore possible apprenticeship opportunities for existing programs (i.e. Accounting & Business, CT) | • Division Directors<br>• Program faculty<br>• Career Coordinator<br>• Advisors<br><br><br>• Division Directors<br>• Necessary program faculty |
| Develop new collaborations with Helena College academic programs and services that expand college personal enrichment, | Explore options for free virtual programming for the Helena community (i.e. free community course, Thursdays at HC, etc.) | • Director of EC and WD |

| community education, and lifelong learning programs. | | |
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| Expand events, activities and community engagement partnerships that expand the use of college facilities. | Evaluate current space usage at both Donaldson and Airport campuses. | • Dean's Cabinet<br>• BMT |