



STRATEGIC ENROLLMENT MANAGEMENT PLAN 2017-2020



A detailed Strategic Enrollment Management Plan with college-wide input. Management of enrollment works best when it is comprehensive and fully integrated into the fabric of the college.

The SEM Report represents input from all campuses and departments of Lone Star College. It contains goals that support the implementation of strategies, processes and systems that directly improve the recruitment, retention, persistence and completion of students in credit, non-credit, workforce development and training programs as well as measures to assess progress.

Chancellor's Message

Strategic Enrollment Management The Importance



Stephen C. Head, Ph.D.
Chancellor

Lone Star College (LSC) is proud to provide comprehensive educational opportunities and programs to enrich lives and transform communities. Through effective strategic enrollment management practices, we will continue to expand access to students enrolling in college and support the achievement of the goals they have set.

Whether those goals include the completion of a certificate, degree, training or development, Lone Star College is committed to student success and helping our graduates enter the workforce better prepared.

I commend the Strategic Enrollment Management Council for its hard work and for the extensive research and planning conducted for this critical project. I believe the council's efforts will serve as a catalyst to improve our practices in recruiting, admitting, retaining and graduating Lone Star College students.

LSC is a globally recognized college having achieved exceptional levels of success in student learning, student completion, gainful employment, equity and affordability. I look forward to the emerging SEM framework being integrated into LSC's Annual Cycle of Effectiveness and positively affecting these outcomes over time.

Lone Star College is committed to student success, and our work with strategic enrollment management will support us in the fulfillment of our mission and vision of providing comprehensive educational opportunities and programs to enrich lives and achieve exceptional levels of success.

Executive Summary

Strategic Enrollment Management The Council

Alicia B. Harvey-Smith, Ph.D.
Executive Vice Chancellor
Chair, Strategic Enrollment Management Council



“With SEM and this entire process...it’s clear that Strategic Enrollment Management Planning is complex and integrated. We will need a panoramic perspective and a system-wide view to develop and manage a systemic set of activities designed to attract, recruit, enroll, retain, and graduate students – focusing on not just matriculation, but also successful completion.”

Dr. Darrin Rankin
LSC–Kingwood Vice President Student Success

The quote above provides the exact purpose for Lone Star College’s Strategic Enrollment Management Council established February 2017 and empowered by the Chancellor to explore current enrollment patterns, practices and processes from an institution wide perspective.

It was an honor to work with such a talented team of faculty, staff and administrators in the development of the SEM report. I thank them for their time and commitment to this important work in support of Lone Star College.

SEM is a comprehensive strategy that engages the full college community. It should intentionally shape enrollment, recruitment and completion activities for enhanced success. Faculty, staff and administration are vitally important to our continued accomplishments.

The Strategic Enrollment Management Plan is a living document that is designed to be responsive to changing environmental factors, such as funding, demographic shifts, or unanticipated enrollment fluctuations. The plan will be integrated into Lone Star College’s Annual Cycle of Effectiveness (ACE) to measure its progress toward SEM goals and will take into account both external and internal factors that may impact its success.

Introduction: About Lone Star, SEM, and the SEM Process

Lone Star College

Nationally recognized, globally connected, and locally focused Lone Star College is the largest institution of higher education in the Houston, Texas area and one of the fastest-growing community colleges in the nation. Not only great in size, LSC is a key driver and growing contributor to the local and regional economy with an annual economic impact of \$3.1 billion.

Mission, Principles, Goals and Culture

The Mission, Guiding Principles and Strategic Goals of the institution drive the need for an enrollment management plan and its goals. For Lone Star College, this means...

Mission

Lone Star College provides comprehensive educational opportunities and programs to enrich lives.

Guiding Principles

- Access and Equity: Lone Star College is committed to access and equity for all, regardless of socio-economic background, preparation for college or workforce, or disability.
- Student Learning and Success: Lone Star College is committed to transformational changes with the purpose of maximizing student learning and success.
- Dignity and Respect: Everyone — students, employees and the community — should be treated with dignity and respect.
- Community Value: Lone Star College recognizes the respect the college holds in the community and values that reputation.
- Responsibility: Lone Star College has an important fiduciary responsibility to taxpayers and all citizens.

Academic & Workforce Program Quality

Provide high quality academic and workforce programs that enhance students' learning experiences and prepare them for the 21st century workforce.



Lone Star College Strategic Goals

Student Success

Promote student success by ensuring excellence in teaching, learning and student-centered support services.

Financial Responsibility & Accountability

Ensure sound financial practices that are accountable to stakeholders and fairly allocate budget and resources.

Culture

Nurture a culture that values and respects all Lone Star College members and encourages collaboration.

Partnerships

Build strong partnerships with local ISDs and civic, charitable, higher education, industry and business organizations to promote student and community success.

Lone Star College subscribes to the following core Cultural Beliefs that guided the work of the Strategic Enrollment Management Council and supported deliberations of strategy development, implementation, communication and evaluation.

For more on Lone Star College's Mission, Guiding Principles and Strategic Goals please view the 2015-2020 Strategic Plan on our website.

Strategic Enrollment Management (SEM) Defined

"A comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention and graduation rates of students, where optimum is defined in the academic context of the institution."

Dolence, Strategic Enrollment Management:
A Primer for Campus Administrators

Institutions may well face intensifying enrollment challenges unless significant cultural change occurs that fosters a learner-centered culture and shared responsibility for enrollment outcomes as college-wide imperatives. At Lone Star College, we are committed to comprehensive and sound strategic enrollment management practices and to the standards below:

- Inspire a college-wide focus on the student experience — a high-performing enrollment organization cultivates student relationships from the initial point of contact throughout the student life cycle.
- Actively engage the academic community in SEM planning, decision-making and change — a common focus on student learning (broadly defined) helps to anchor an

enrollment management effort to improve all aspects of the student experience within and outside the classroom. The active engagement of faculty in SEM planning is imperative.

- Visibly lead the charge — there is visible support, active engagement and collaboration of institutional leaders at all levels in the process.

Before moving through an extensive planning process, Lone Star College answered the following questions, in order to lay the foundation for its future success in this area. It was essential for us to determine our leadership capacity to enact needed change, to foster a culture of collaboration and to establish the conditions needed to manage that change.

Diagram 1



The Strategic Enrollment Management Council Charge

The SEM Council was charged with developing a fully comprehensive and integrated strategic enrollment management model that included the recommendation of goals for college-wide processes, systems, and assessment measures supporting recruitment, retention, persistence and completion of LSC students in credit, non-credit, workforce development and training programs, as well as recommend measures for assessing progress.

SEM Council Vision: To support Lone Star College’s top priorities of Student Success, Academic and Workforce Quality, Financial Responsibility and Accountability, Culture and Partnerships through a commitment to strategic enrollment management.

SEM Council Mission: To develop a comprehensive and college-wide strategic enrollment management framework and plan, champion the development and alignment of campus based plans supporting the continued growth and success of Lone Star College and its students.

SEM’s Top 4 Priorities:

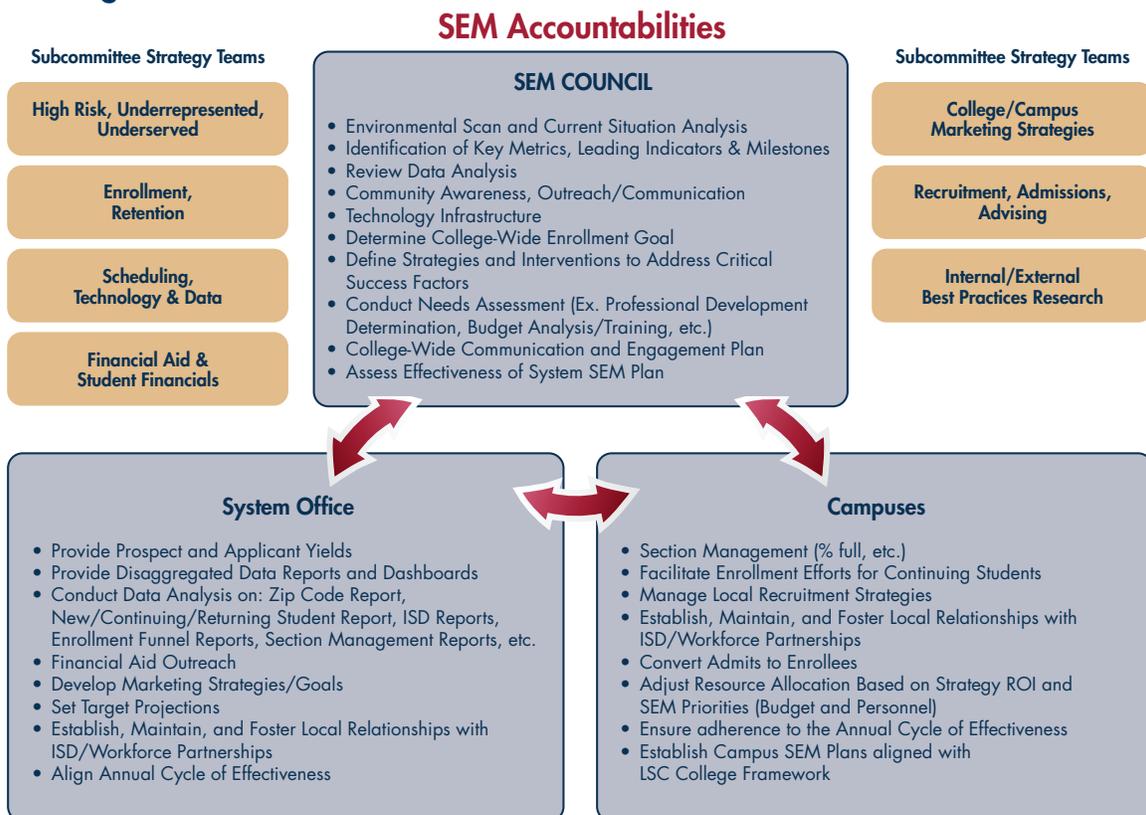
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|-----------------------|--------------------------|
| 1. Process Efficiency | 3. Improved Retention |
| 2. Enrollment Growth | 4. Heightened Completion |

SEM at Lone Star College

Understanding the comprehensive nature of Strategic Enrollment Management, the System Office and college campuses commit to owning parts of this robust process.

The System Office role extends from providing support in both prospect and applicant yield to identifying enrollment opportunities. The System Office will support the development of SEM related dashboards to allow campuses to monitor and evaluate their overall effectiveness. System level support will also include performing various data analytics, undertaking comprehensive outreach to Pell Recipients, Marketing and aligning SEM with LSC’s Annual Cycle of Assessment.

Diagram 2



SEM and the Annual Cycle of Effectiveness (ACE)

By design, SEM Planning is imbedded within Lone Star’s Strategic Plan and Annual Cycle of Effectiveness (ACE) framework. In this manner SEM plans support the overarching goals of the institution, are documented, monitored, assessed, and sustained.

Diagram 3



Why SEM? The Rationale for SEM

The Need for SEM – The Optimum Enrollment Model

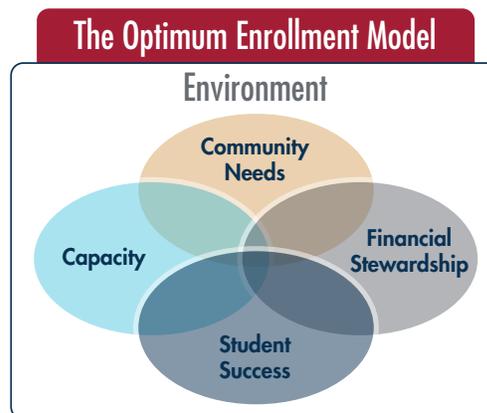
SEM is a “comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention and graduation rates of students, where optimum is defined in the academic context of the institution.”

Dolence, Strategic Enrollment Management: A Primer for Campus Administrators

Lone Star College’s “academic context” is found in its Mission, Guiding Principles and Strategic Goals. Given these components, “optimum” enrollment and recruitment for Lone Star is found by a state of equilibrium, or balance, among the Community’s Educational Needs, Student Success, and LSC’s Financial Stewardship and Capacity.

The last consideration in the Optimum Enrollment Model is the Environment, or the current and anticipated competitive, political, and socio-economic trends.

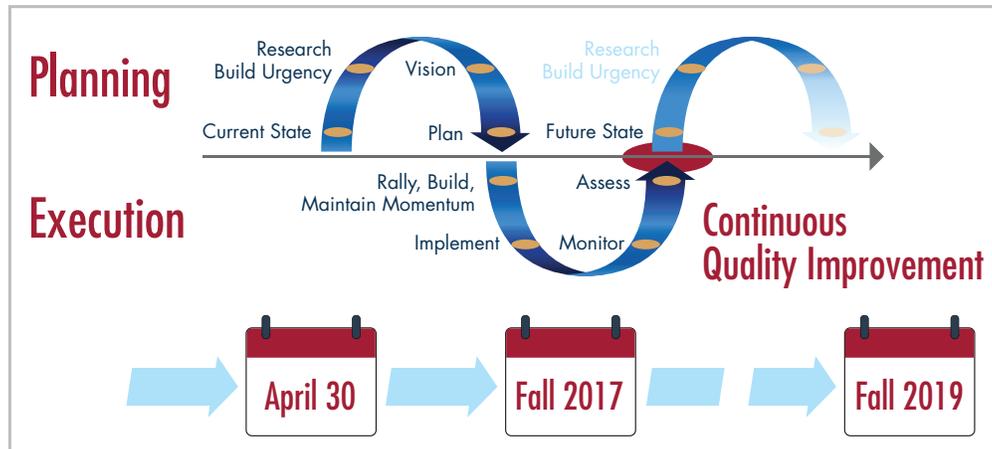
Diagram 4



Process Overview

Lone Star’s Strategic Enrollment Management process is divided into stages of activity progressing from assessing the current state, identifying and planning the future state, executing an action plan to reach for the future state, assessing the future state for goal attainment, and finally, continuing the process for continued quality improvement, and assessing the “Vision/Planning – Action – Future State” cycle.

Diagram 5



Lone Star College’s current state was assessed via a review of institutional data (institutional scan), a campus SWOT, subcommittee SWOT and SEM Council SWOT activity.

For spring 2017, the typical student at Lone Star College is **Hispanic, female, under the age of 25, and enrolled part-time.**

Faculty can aid in student retention, persistence and completion in several ways:

Build relationships:

- *Faculty as advisor*
 - Ask students if they have registered during their classes
 - Meet with students one-on-one
 - Volunteer to help advisors during heavy registration events, like “Avoid the Stampede”
- *Faculty as counselor*
 - Help students cultivate grit through coaching them on how to tackle life challenges
- *Faculty creating communities of learning*
 - Blend the social into the academic through experiential learning, service learning, and instruction centered on student engagement

Leverage technology:

- Civitas provides early alert to facilitate micro interventions
- AIR data provides success and completion data to create self-awareness of courses that can use supplemental support

Enhance processes:

- Involve faculty in cross-functional job shadowing in order to improve communication and knowledge sharing between advising, admissions, financial aid and instruction

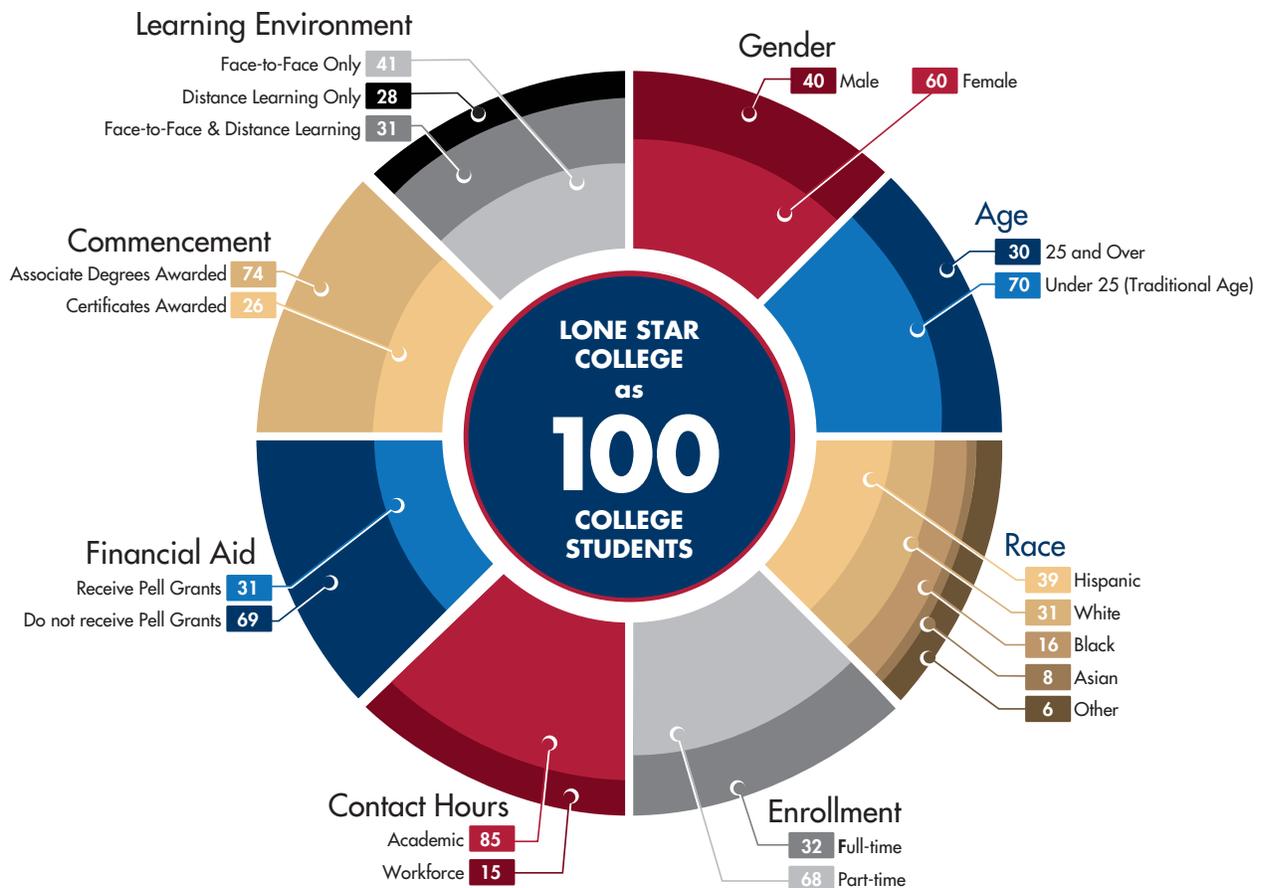
Stage 1: The Current State

Institutional Scan

Lone Star College's current state was assessed via a review of institutional data (institutional scan), a campus SWOT, subcommittee SWOT and SEM Council SWOT activity.

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Diagram 6



SWOT

Process: Each campus conducted a SWOT analysis with campus stakeholders. Campus SWOTs were presented to the Council and a college-wide SWOT was conducted. Based on the SWOT results, Lone Star is dedicated to maintaining and advancing its size, influence, value for the money, accessibility, and reputation. In addition, Lone Star will be committed to improving communication, the student-facing websites, expanding technology while increasing the awareness of current technological tools.

Stage 2: Research

The research stage of the SEM Process was driven by a review of high-level Institutional trend data and occupational scans, SEM best practices for each functional area (e.g., marketing and recruitment) and an environmental scan.

Institutional Scan - Enrollment Trends

Table 1

Fall Official Day Headcount and Enrollment Trends: Fall 2013 - 2017				
Metric	Year		Change Over Time	
	2013	2017	2013-2017	
			#	%
Total Credit Fall Headcount	77,621	89,413	11,792	15.2%
Female	47,140	53,295	6,155	13.1%
Male	30,456	36,087	5,631	18.5%
Unknown	25	31	6	24.0%
Hispanic	25,053	34,609	9,556	38.1%
White	27,819	27,983	164	0.6%
Black	13,971	14,014	43	0.3%
Dual Credit	7,857	14,159	6,302	80.2%
International	2,337	3,229	892	38.2%
Total Credit Fall Enrollments	179,314	199,807	20,493	11.4%
Face-to-Face	138,801	124,901	-13,900	-10.0%
Online	33,216	57,148	23,932	72.0%
Hybrid	7,297	17,758	10,461	143.4%
Continuing Education Headcount	10,952	7,611	-3,341	-30.5%
Continuing Education Enrollment	25,747	25,916	169	0.7%

As Table 1 shows, over the past 5 years the Lone Star College credit student population has grown by more than 15%. However, that increase was driven by growth in one student sub-population—namely, Hispanic students (+38%). By contrast, the number of both white and black students showed little change. The number of dual credit students nearly doubled (+80%) to 14,159 from 7,857, and the number of international students increased by nearly 900 students to 3,229 (+38%). Finally, while face-to-face enrollments declined slightly, (-10%), online and hybrid enrollments have increased rapidly 72% and 143%, respectively.

Outcome Trends - Table 2

FTIC Persistence, Transfer and Graduation Trends: Fall 2014-2016			
Metric	Cohort Year		Change
	2014	2016	2013-2015
FTIC Persistence Fall - Spring	76.8%	77.3%	0.5%
FTIC Persistence Fall - Fall	53.0%	55.4%	2.4%
Metric	Coll. Reporting Yr.		Change
	2014	2016	
Transfer Rate*	27.5%	22.8%	-4.7%
Graduation Rate 3-Yr. (FT)**	10.7%	11.9%	1.2%
Graduation Rate 3-Yr. (PT)**	6.5%	6.0%	-0.5%
Graduation Rate 6-Yr. (FT)**	34.1%	33.7%	-0.4%
Graduation Rate 6-Yr. (PT)**	24.7%	24.3%	-0.4%

Source AIR Student Success Dashboards

* Transfer = 6 Year Cohort

** Two-year college three- and six-year Graduation Rates: The percentage of first-time, credential-seeking undergraduates who graduate within three or six academic years for two groups: those students who enrolled in their first fall as full-time (FT) students (taking 12 or more semester credit hours [SCH]) and those who enrolled part-time (taking fewer than 12 SCH). Both degrees and certificates are included. Rates through FY 2016 (for fall 2012 and 2006 cohorts, respectively). Data/Definition Source: THECB Almanac.

Table 2 compares outcome results from 2014 to 2016. Overall, the table shows mixed results. While persistence is up 2.4% to 55.4% for fall-to-fall, the transfer rate is down nearly 5% to 22.8%. For the graduation rates, the three-year graduation rate for full-time (FT) students is up 1.2%, three-year part-time (PT) and six-year graduation rates are down ever so slightly.

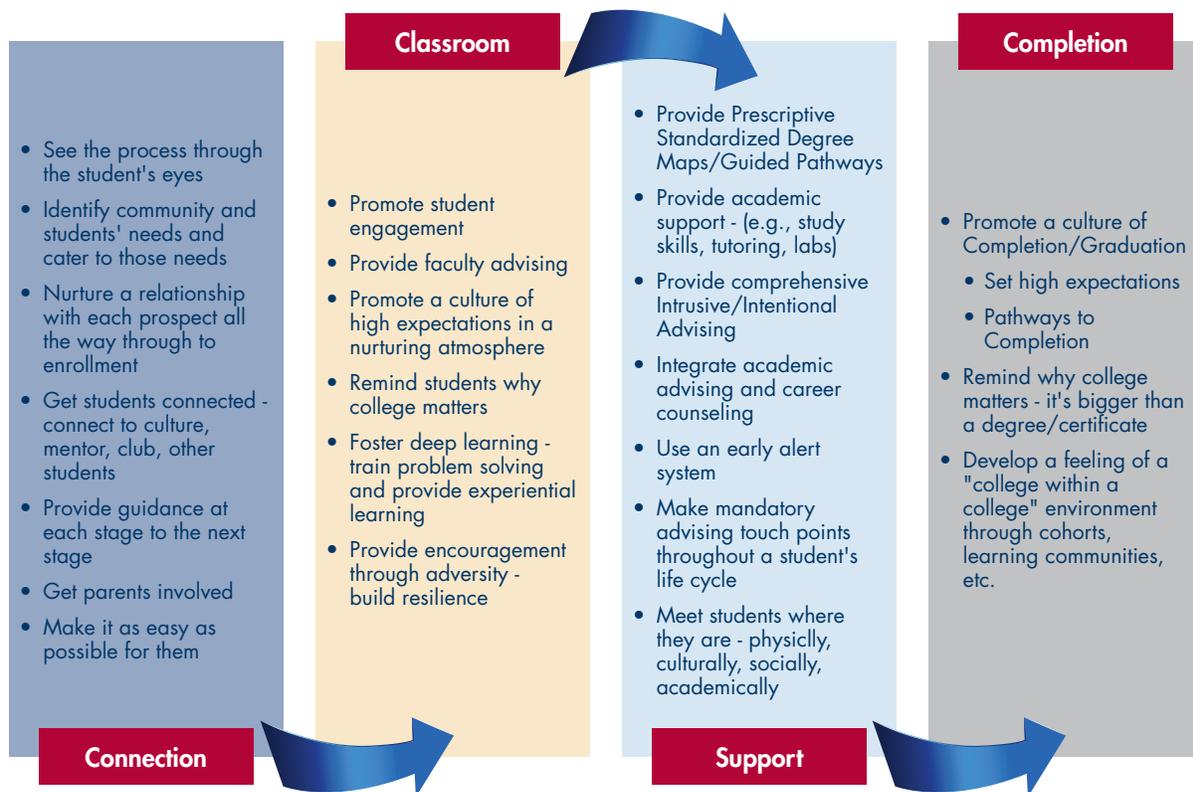
Best Practices: SEM Plan and Process

Ruffalo, Noel Levitz provides a helpful list of SEM best practices that can be used as a checklist of needed SEM activities and are being used to support enrollment growth at Lone Star College.

- ✓ Set realistic goals.
- ✓ Identify resources to meet enrollment objectives.
- ✓ Develop annual marketing/recruitment plan and three to 5-year SEM/Strategic Plan.
- ✓ Do as much for retention as recruitment.
- ✓ Build an intentional recruitment database.
- ✓ Track marketing/recruitment activities.
- ✓ Qualify/grade prospective students.
- ✓ Implement a strategic communication flow.
- ✓ Award financial aid so students get what they need and expect to enroll.

Best Practices: Overview

Diagram 7



Connection:

Begin by identifying and understanding the view of the student, his or her needs, and catering to those needs. Nurture a relationship with the students and their parents, and get them connected to the college and its support services.

Classroom:

Focus on engagement, deep learning and setting high expectations.

Support:

Support students by guiding them along a clear pathway to completion while providing support services and intentionally advising them along the way.

Completion:

Finally, bring students to graduation by fostering a comprehensive culture of completion.

It is important to keep in mind that 83% of Lone Star's students come from within the district, and 91% of graduates stay in the area after graduating. This data means that individuals from our local community who are trained by Lone Star today as Nurses, EMTs, Welders, etc. will serve our community tomorrow. Analyzing these data and reviewing best practices also suggests that LSC should treat potential and current students with the highest level of service and support.

Environmental Scan

A review of the major trends that could potentially affect higher education was performed as part of the best practices research. This environmental scan revealed the following:

- **The Rise of Millennials:** More than ever before, students are informed consumers who want almost instant access to information. The expectation for immediate material includes favoring virtual, self-directed experiences and wanting to know where they are in the admissions process.
- **Growth of Adult Learners:** The student population is shifting more towards adult learners. Between the years of 2011 and 2022, the 18-24 year old age group is expected to grow by 9%, whereas the 25-34 year old age group is expected to grow 20% and the 35 and above group will grow by 23%.
- **Movement toward Competency Based Education (CBE):** Students want credit for prior work and states are looking for ways to save money: CBE offers a solution for both.

Increases in Applications and Consumer Investigation: With an increase in easily-accessed information about colleges, more and more students are shopping around for their education. Between 2001 and 2014, the number of high school graduates increased by 11%, the number of 4-year college applications increased by 108%, acceptances increased by 84%, but the number of enrollments increased by only 27%. Overall, students are applying to more colleges, being accepted by more, and then picking and choosing which they most prefer. Respective data for community colleges are not available because the majority of them are “open door” institutions and are not required to report the number of applications and acceptances.

Stage 3: Vision

SEM is a significant force in supporting the sustainability of higher education institutions. With competing priorities, growing financial restraints and dwindling financial aid, institutions must balance the need to attract and admit students as well as support the retention and completion of students.

Because of this complex mission, institutions have become very focused on improving enrollment management strategies to maximize the resources of the institution. SEM is becoming the growing science of higher education and perhaps the most important factor in balancing the various forces on the institution to support entry and completion of students.

The overarching vision of an effective SEM plan can be summed up with the following statements that also underscore the important core concepts that must support all institutional SEM activities and are critical to LSC’s SEM work:

- All SEM activities are mission driven.
- SEM develops an institutional culture of student success.
- SEM is synonymous with student success and is integrated into the college’s strategic plan.
- SEM involves internal and external constituents.

- Everything is assessed and measured to support data-driven decisions.
- Appropriate academic programs are maintained to prepare students for careers of the future while sustaining mission-appropriate offerings.
- Creative thinking and looking outside of higher education for best practices is necessary.
- Focus on the appropriate utilization of technology to enhance service to students is encouraged.
- Colleges must develop a planning model that is inclusive and viable enough to become a breathing, life-sustaining, evolving process.
- This planning process begins with ownership and responsibility grounded in the academic mission of the college.

LSC is committed to comprehensive and sound strategic enrollment management practices that support its Top 4 SEM Priorities:

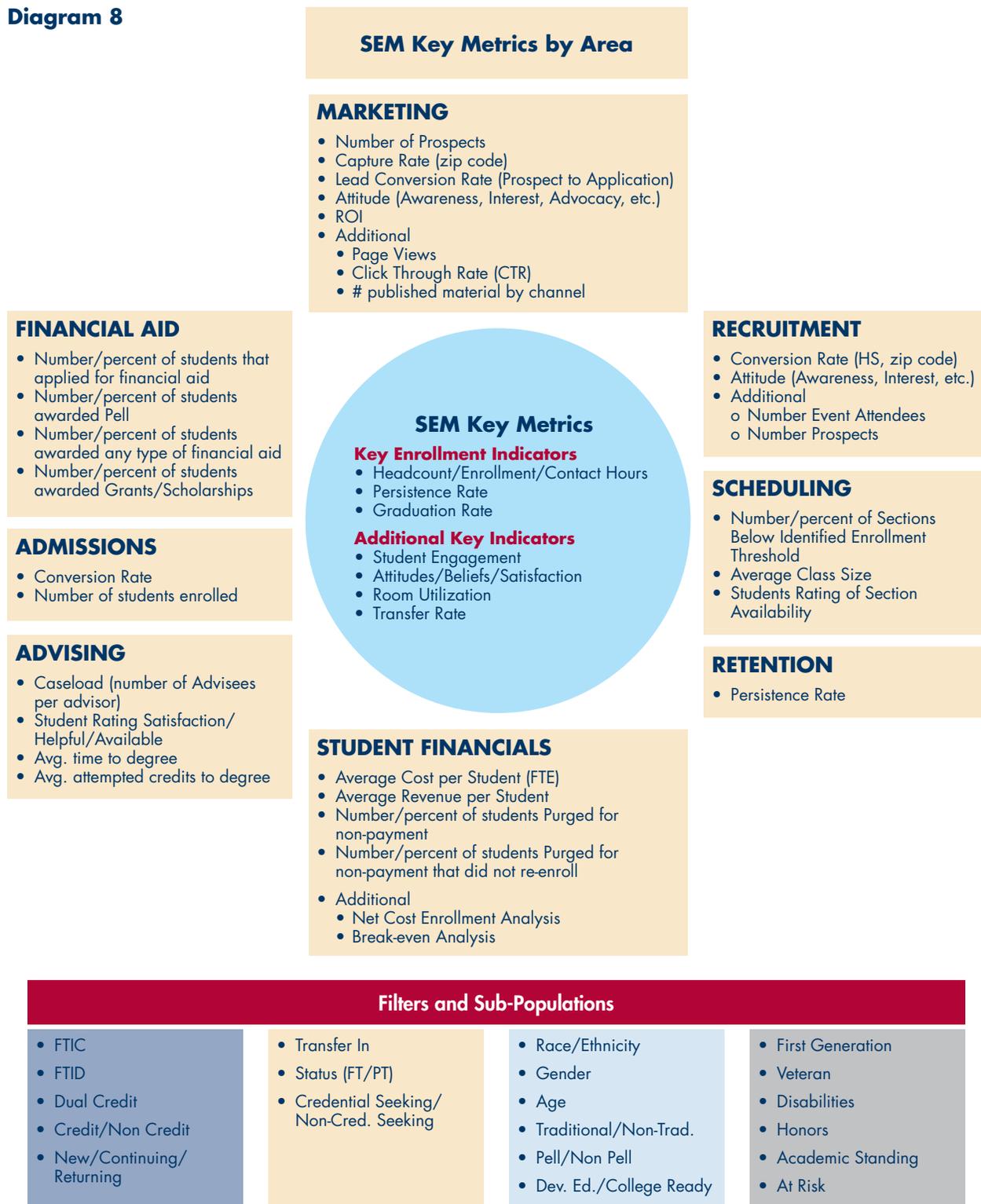
1. Process Efficiency
2. Enrollment Growth
3. Improved Retention
4. Heightened Completion

Stage 4: Planning

The planning stage establishes “Who” will do “What” and “Why”. By design, the SEM Planning follows the Lone Star College’s Annual Cycle of Effectiveness (ACE) framework. The framework prescribes action plans be identified, implemented, and then evaluated (Planning, Implementing, and Evaluating). For SEM, this specifically entails the following:

- ✓ Planning:
 - Identifying Goals, Objectives, and Targets
 - Identify Action Steps, Ownership of Activities, Timelines, and Outcome Measures (KPIs)
- ✓ Implementing:
 - Implement Action Steps
 - Monitoring Progress of Activities
- ✓ Evaluating:
 - Assess the Impact of Activities on Outcome Measures

SEM Key Metrics to support the planning stage are listed below: Metrics within the squares are meant to act as functional areas measures that lead to improvement in the SEM Key Metrics found in the circle. The metrics can be used to assess a current state for the functional area, focus planning, and provide the planners with methods of assessment.

Diagram 8


Short-Term Strategies

Given that the SEM Committee convened just prior to the opening of fall class registration (April 6), it was necessary to identify and implement “quick wins” that could be put into place to affect fall enrollment. To this end, the SEM Committee identified the following short-term strategies.

Table 3

Boost Strategies		
System Office Admissions to Registration Conversion Strategies		
New Students	<ul style="list-style-type: none"> • Campus connection events occurring between each of the campuses and their respective ISDs. • Fast Pass email sent to admits with 0-1 admissions checklist items (6,588 Fall admits - 49% yield; 5,691 Spring admits - 51% yield). • Calling campaign targeting students with 0-1 checklist items (1,746 calls made to Spring admits – 11.6% yield). 	
Returning Students	<ul style="list-style-type: none"> • Stop Out Calling Campaign to 9,000 students completed June 12; Follow-up calls in July • Recruit Back events occurred at all campuses June 19-22. • Registration kick-off campaigns occurred at all campuses Spring and Fall 2017. • Mobile “on the spot” advising on all 6 campuses completed June 19-22. • Calling campaign targeting students enrolled in Fall who had not enrolled in Spring (2,873 calls - 42.3% yield). 	
System Office Marketing & Outreach Boost Strategies		
New Students	<ul style="list-style-type: none"> • Increased target marketing through direct mail, flyers, newspaper, and radio ads running through August • May, June, July Enrollment postcards mailed to 44,000 households • Facebook campaign regarding dual credit occurred in May reaching 20,000 people, 983 pageviews, 1,527 engagements; Will have a second Facebook campaign in August 	
Campus Specific Boost Strategies		
Strategy	Outreach Effort Audience	Campus
Email/Text/ Personal or Robo-Call	Add 1 More Class Email Campaign	LSC-CyFair, LSC-University Park
	Purchased ACT list — emailed students based academic area	LSC-Montgomery
	Applied Not Enrolled or Fast Pass Not Enrolled (targeted messaging by admit type and/or remaining checklist item) Personal Phone Outreach, Email, or Text	All campuses
Letter	Letters to Graduating Seniors	LSC-Kingwood, LSC-Tomball, LSC-University Park
Campus/ Community Signage	Fall Re-Enrollment Campaign	LSC-Montgomery, LSC-University Park
Event	1 stop registration day/Super Saturday/College Bound	All campuses
	Workforce Program Presentations to ISDs	LSC-Kingwood
	Transfer Information Sessions	LSC-North Harris
	Outreach to students not meeting graduation requirements to ensure course selection for Fall leads to completion	LSC-Montgomery
	Community Outreach (library, local stores, churches, etc.)	LSC-North Harris, LSC-Tomball, LSC-University Park
	Advisors in high traffic areas to encourage re-enrollment	LSC-Kingwood, Montgomery, LSC-North Harris, LSC-Tomball
	Summer Recruit Back – mobile registration in each classroom building	LSC-Montgomery
Free Digital (Social Media)	Add 1 More Class	LSC-CyFair, LSC-University Park
	Registration Messaging, Program Promotion	LSC-CyFair, LSC-Montgomery, LSC-North Harris
Paid Digital	Banner Ads based on Search Engine/Google Adwords, Banner/Portal, FB/Instagram, SnapChat filter and targeted zip codes	LSC-CyFair, LSC-Montgomery, LSC-North Harris, LSC-Tomball
Personal Touch	Civitas Nudges - Targeted messaging for FTIC, African American students, Early Alert, Hispanic Students, Males for Male Summit	LSC-North Harris
	Outreach to EDUC 1300 & Workforce students enrolled Spring, but Not Enrolled Fall	LSC-Montgomery
	Spring re-enrollment campaign with faculty	LSC-CyFair, LSC-Montgomery, LSC-Tomball, LSC-University Park

Table 4

Enrollment Strategies for Unpaid Students	
System Office Strategies to Encourage Payment and/or Financial Aid	
Department	Outreach Effort /Audience
Recruitment/ Outreach	Paying for college information provided: <ul style="list-style-type: none"> ◆ in the first communication sent to new prospects ◆ to all prospects who request "Paying for College" on Tell Me More
Admissions	Paying for college information provided in the following communications: <ul style="list-style-type: none"> ◆ Acceptance (included in checklist) ◆ Class Start (includes link information on how to check your account balance, pay your bill, or setup a payment plan) Tuition & Fees and Financial Aid websites linked from lonestar.edu/admissions; Register & Pay for Classes is included in Admissions Checklist
Student Financials	<ul style="list-style-type: none"> • Payment page updated to provide payment options including VA benefits and FA • Student Center pagelet updated within myLonestar to provide students with a payment option calculator (weekly, monthly, etc.) • Payment Due Date Reminder Email Sent at the following intervals: <ul style="list-style-type: none"> ◆ One Month and one week before due date ◆ The Monday, Tuesday, Wednesday, Thursday before due date and due date (usually Friday) • Robo Call Wednesday before due date
Financial Aid	<ul style="list-style-type: none"> • FA postcards mailed 6/1 & 7/1. FA Robo calls began 7/11; 90 students assisted through FA workshops • Calling campaign targeting non-paid students • FA Awarded Mondays/Wednesdays/Fridays to complete FA applicants • Bi-weekly reminder to complete FA application sent to all incomplete applicants • 1st week of FA/SP DMS message/LSC Homepage/Portal Message "Apply for FAFSA – It's not too late to apply" • Robocalls (6/15, 7/11, 8/11) "Reminder: Missing Information" to those selected for verification • Oct-Dec LSC Homepage/Portal Message "FAFSA Completion" • Oct-Nov "Apply for Financial Aid" DMS message/LSC Homepage/Portal Message to new enrollees • Robocalls (12/1, 1/6) to students who have not completed the FA process • Jan-March Scholarship Deadline Reminder via DMS message to all students • Jan & Feb Email/Facebook/Twitter/Instagram campaign for "Apply for FA" • 3/2 Facebook/Twitter/Instagram Scholarship Deadline Reminder to all students • March-April DMS message/LSC Homepage/Portal Message Apply for Summer FA to new enrollees • Financial Aid Workshops offered at every campus
Campus Specific Strategies to move students who have applied for FA to Awarded FA	
Campus	Outreach Effort /Audience
LSC-CyFair	<ul style="list-style-type: none"> • Students notified of status at NSO; FA there to help them work through verification/outstanding items • Call students on Reject Report to complete verification; Provide in house verification • Scheduled time daily from 3-6pm to assist students with FAFSA
LSC-Kingwood	<ul style="list-style-type: none"> • Award outside scholarships daily, process EMCID scholarships daily based on enrollment • Present at all NSOs; notify students of outstanding documents/procedures to complete FA process
LSC-Montgomery	<ul style="list-style-type: none"> • Email students on the Section Drop Report to complete a FAFSA • Communications to registered students without FA and enrolled students still in the FA process • Manually award on campus if student has no checklist or verification holds, moving them to anticipated aid. • Advise students with holds about payment plan options
LSC-North Harris	<ul style="list-style-type: none"> • Phone outreach to enrolled not paid to either counsel them on FA or provide payment information • Manually award students who appear to be complete and have nothing preventing them from being awarded
LSC-Tomball	<ul style="list-style-type: none"> • Christmas in July event to identify FA status of enrolled students; getting their FA ready/awarded before Fall • Participate in NSO • Work purge reports to prevent students from being purged • Utilize campus TPEG to award eligible students • Encourage student not eligible for aid to make a payment plan and assist them with process • DND used on students in verification who will qualify for FA; in-house verification if far enough in process
LSC-University Park	<ul style="list-style-type: none"> • Award manually on campus if student has no checklist or verification holds; moving student to anticipated aid. • Advise students who still have holds on their account about payment plan options.
All campuses	<ul style="list-style-type: none"> • Payment Reminder/Unpaid Balance Email/Text/Robo-Call • Financial Aid Awarded Not Enrolled Email/Text/Robo-Call

Strategic Enrollment Management Fall 2017 - Fall 2020 Goals

These goals are to be incorporated into campus-based plans and Annual Cycle of Effectiveness (ACE) planning for monitoring and tracking in alignment with college plans.

In support of comprehensive and sound SEM practices which include: enrollment growth, improved retention, heightened completion and process efficiency Lone Star College has set the following long-term strategies.

Effectively tracking and monitoring the progress and outcomes of core strategies and incorporating them into the Annual Cycle of Effectiveness will be the accountability of both system office and campus personnel including Vice Chancellors, Presidents, Associate Vice Chancellors, Vice Presidents, Executive Directors and Lead Directors as identified.

The complete list of long-term strategies including KPI Objectives, Unit Objectives, Sponsors, Task Owners, the Action Steps, Methods of Assessment and Achievement Targets can be found at <http://www.LoneStar.edu/SEMC>.

STRATEGIC ENROLLMENT MANAGEMENT GOALS Fall 2017-Fall 2020

Enrollment Growth – Headcount will increase by 5% by 2020

Objective	Accountability
A comprehensive marketing plan with a detailed target market and competitive analysis, media plan and communication workflows, creative promotional strategies for conversion and student acquisition strategies with key performance indicators will be implemented by July 2018.	AVC Marketing Public Information Team Admissions/Advising
The Office of Completion and the campus Vice Presidents of Student Success will develop college-wide strategy to develop and align recruitment plans for all campuses to support sustained enrollment gains while increasing conversion rates (applicants to enrolled students) by 3% by 2020 through the utilization of the applied but not enrolled list.	AVC Office of Completion Executive Director of Marketing Vice Presidents of Student Success Vice Presidents of Instruction
The number of students applying for, and being awarded, Financial Aid and scholarships will each increase of 3% annually beginning in Fall 2018.	Executive Director Financial Aid Campus Financial Aid Directors
Increase enrollments for targeted populations of 3% a year for International and Veteran Students.	AVC International Executive Director Veterans Vice Presidents of Student Success
Expand evening, weekend and online enrollment by 5% by 2020.	AVC Online AVC Academic Affairs Vice Presidents of Instruction
Increase enrollment of Workforce Credit and Non-credit students by 10% from baseline by 2020.	AVC Workforce Executive Director of Marketing Executive Director University Centers Vice Presidents of Student Success Vice Presidents of Instruction
Expand and promote flexible payment options by Fall 2017. Develop on-demand student training video series to support enrollment and registration processes by May 2018.	Student Financials Executive Director of Marketing Executive Director Financial Aid Vice Presidents of Student Success Vice Presidents of Administrative Services

STRATEGIC ENROLLMENT MANAGEMENT GOALS
Fall 2017-Fall 2020

Improved Retention - FTIC Fall to Spring and Fall to Fall Persistence will be increased 3% from Fall 2017 Cohort Baseline by Fall 2020 Cohort.

Objective	Accountability
System office and campus personnel will establish college-wide protocol to implement strategies to re-enroll current students prior to end of each fall and spring semester.	AVC Office of Completion AVC Academic Affairs Vice Presidents of Student Success Vice Presidents of Instruction Vice Presidents of Administrative Services
Assure 100% compliance with mandatory orientation, EDUC 1300 and advising plans for all FTIC students each semester.	AVC Office of Completion Vice President of Student Success Vice Presidents of Instruction
Implement college-wide Pathways advising model with key milestones and benchmarks while providing guidance to students related to areas of study and the implications of taking courses off path by Fall 2019.	AVC Office of Completion Vice President of Student Success Vice Presidents of Instruction
To have 25% of the faculty/sections with mid-term grades in the iStar by Fall 2019.	AVC Academic Affairs AVC Office of Completion Executive Director Financial Aid Office of Technology Services Vice Presidents of Instruction

STRATEGIC ENROLLMENT MANAGEMENT GOALS
Fall 2017-Fall 2020

Heightened Completion – To award 8,953 degrees and certificates awarded by 2020 to align with the TX 60x30 LSC goal of 13,200 by 2030.

Objective	Accountability
Increase the number of certificates and degrees offered 100% offered online by 3% annually beginning Fall 2018.	AVC Online Vice Presidents of Instruction
Increase graduation rate by 5% by 2022 by fully implementing Pathways model to decrease time to degree and certificate completion.	AVC Office of Completion Vice President of Student Success Vice Presidents of Instruction
Implement a comprehensive FYE Model expanding beyond the EDUC 1300 course components of My Planner, Advisor Meetings, and Registration by Fall 2019.	AVC Office of Completion Vice Presidents of Student Success Vice Presidents of Instruction Vice Presidents of Administrative Services
Increase Early College High School graduation rate by 3% over current baseline by 2020.	AVC Academic Affairs Vice Presidents of Instruction

STRATEGIC ENROLLMENT MANAGEMENT GOALS
Fall 2017-Fall 2020

Process Efficiency

Objective	Accountability
Institutionalize usage of Early Alert System in Spring 2017 and increase the number of participating faculty referring students by Spring 2019 by 25% over baseline.	AVC Office of Completion Vice Presidents of Instruction Vice Presidents of Student Success
Scale Use of the "SMART File" to decrease by 20% the number of sections below the identified campus enrollment threshold by Fall 2018.	AVC AIR Vice Presidents of Instruction
Conduct an enrollment summit as a core component of SEM annually.	Executive Vice Chancellor
Develop class demand forecasting by 2020.	AVC Enterprise Applications
Identify SEM metrics and create dashboards utilizing the SEM score card as a foundation by Fall 2018.	AVC AIR Vice Presidents of Student Success
Reduce percentage of students purged due to nonpayment by 2% by Fall 2018.	Executive Director Financial Aid Student Financials Vice Presidents of Administrative Services
Develop an annual assessment plan for DND oversight and evaluation by Fall 2018.	Executive Director Financial Aid Student Financials Vice Presidents of Administrative Services

Next Steps: Rally, Implement, Monitor and Assess

Rally

The SEM Plan will be communicated to administrative leadership through regularly scheduled council meetings. Specifically, the SEM process, findings and action plan will be reported to the Chancellor’s Cabinet, Presidents’ Council, Vice Presidents’ Council, Deans’ Council, Faculty Senate Presidents and to the Board of Trustees.

Implement

Implementation of the SEM Plan has already begun. Short-term Strategies were delineated and pushed into execution prior to the April 30 deadline for the overall SEM Plan. Current Short-term activities will be monitored and assessed after Fall 2017 official day of record. Long-term Strategies will be reviewed, vetted to the campuses, monitored and assessed as part of an ongoing SEM process and the overall Annual Cycle of Effectiveness (ACE).

Monitor

Satisfactory progress of the SEM activities will be monitored through quarterly SEM meetings. Ownership of tasks and quarterly accomplishments will be captured in the ACE form within Compliance Assist (the accreditation system that stores LSC’s supporting accreditation documents). Additional planning and evaluation elements in the form include the objective, action steps, task owner, resources needed, method of assessment, achievement target, results, progress, and recommendations. A sample of the form is provided in the Appendix. Certainly, the most important monitoring element are the action steps area. Teams will self-identify action steps, or milestones they intend to have accomplished by the next SEM regular meeting days and self-report on progress. Progress will be categorized into green: on time and on target; yellow: minor delays but expected to finish on time; red: at risk for not finishing. Respective campus information will be provided to the campus presidents, and a status report by objective will be disaggregated by campus and presented at the SEM Council meeting. See Diagram 16 for a sample progress report.

Diagram 9

Sample LSC SEM Activity Log AY 2016-17

Objective 1: Brief description between 10 and 30 words					
Status	Location	Sponsor	Action Steps	Accomplishments	Notes: Action steps to get to green
●	LSC-CyFair				
●	LSC-Kingwood				
●	LSC-Montgomery				
●	LSC-North Harris				
●	LSC-Tomball				
●	LSC-University Park				

Assessment

Survey: A survey of SEM Council members will be conducted to gauge satisfaction with the process and lessons learned. Results will be used to fine tune future activities

Collective Impact on Key Performance Indicators (KPIs)

Given that a number of initiatives will be operating on the KPIs simultaneously, assessing the impact of individual initiatives on these metrics will be difficult, if not impossible. Therefore, the collective impact of the SEM plan on these KPIs will be assessed by change over time with these measures.

On a more granular scale, leading measures that may directly or indirectly influence the larger KPIs will be used to assess the impact or effectiveness of each SEM area (e.g., Admissions: Conversion Rate of Applicants with all admission items competed to enrolled students). Importantly, functional areas have more control over these more proximal measures than larger, longer-term metrics such as the SEM KPIs (e.g., overall headcount, persistence, retention, and graduation).

For each SEM area, information regarding a measurable objective, achievement target and method of assessment has been captured in each unit's SEM plan and reviewed by the Strategic Planning and Assessment office. Baseline data and changes in scores will be provided by the Office of Analytics and Reporting (AIR). A diagram of the metrics is provided in the Planning section of this report and in the Appendix.

Dashboards

Finally, Dashboards of prioritized metrics will be created by the Analytics team of AIR.

SEM Website

A SEM website has been built and is found at LoneStar.edu/SEMC. The site will provide resources, updates about SEM activities and SEM impact on enrollment and retention.

LONE STAR COLLEGE



LSC-CyFair



LSC-Kingwood



LSC-Montgomery



LSC-North Harris



LSC-Tomball



LSC-University Park