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COMMUNITY COLLEGE DISTRICT NO. 508
NOVEMBER 7, 2019

Enrollment Update for the CCC Board of Trustees

November 2, 2019



Fall 2019 Enrollment Recap



Fall Enrollment Data

- At census, Fall 2019 enrollment was down 10% YOY, largely attributable to implementing a payment deadline prior to the start of the semester.
- Currently, Fall 2019 enrollment is down 8% YOY*, as early college enrollments have been recorded since the census snapshot.

Learning from Fall Enrollment

- CCC is committed to continuous learning about our enrollment cycles. This Fall, the focus is on the impact of the payment deadline. Specifically, we are focusing on the nearly 3,000 students who were dropped for non-payment.
- Our discovery has included call histories, student records, and additional phone and email outreach.

Many surveyed students who were dropped for non-payment and did not re-enroll were found to have account barriers, but wanted to enroll in Spring



7 OUT OF 10 STUDENTS REACHED INDICATED INTEREST IN SPRING 2020 ENROLLMENT



- Percentage of Reached Students Interested in Continued Enrollment: 73%
- Number of Students Targeted For Outreach: Sample of **2,332** students
- Number of Student Touchpoints Made: **4,315** calls and emails
- Number of Students Reached: **563** students
- Reach Rate: **24%** of targeted students were reached for information gathering



Insights from the personalized, high-touch call campaign outreach revealed

- Most students explained the need to complete registration or financial aid related tasks in order to enroll, such as submitting financial aid checklist documentation
- A total of 24 (4%) indicated financial constraints as a barrier preventing enrollment



Additional student account analyses also indicated

- 1,111 (39%) of dropped students have one or more student account barrier contributing to non-enrollment
- **The most common barrier is a SAP hold**; an academic standard barrier impacting a student's eligibility to receive financial aid
- **1 in 4 dropped students have a SAP hold (1 in 3 for continuing and readmitted students who were dropped)**



Student feedback informed two operational changes to begin at the start of Spring 2020 registration

- Implement a rolling drop process to streamline a manageable flow of student services and supports during registration
- Start the payment deadline clock the day after a student registers to allow more time to satisfy payment issues

SAP holds are the most common enrollment barrier

- We analyzed student account data to uncover current barriers of students dropped for non-payment in Fall
- 1,111 students had one or more barriers contributing to non-enrollment

Student Account/Registration Holds

14% (394) of Dropped Students Have Registration Related Barriers:

The most common account holds preventing Spring enrollment are:



- Student needs to reapply in the subsequent semester (Spring 2020) due to two-consecutive terms of non-enrollment
- Student has a delinquent account due to a past due account balance

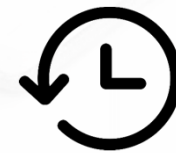
307 students have past due balances

- < \$200, 98 students
- \$200 to \$500, 67 students
- \$500+, 142 students

Financial Aid Related Barriers

26% (731) of Dropped Student Have A Satisfactory Academic Progress (SAP) Hold:

- Students are ineligible for Federal Aid for failing to meet one or more of minimum academic standards related to GPA, Timeframe and/or Pace
- Students may be eligible to regain financial aid if they can provide documentation of a mitigating circumstance or regain satisfactory academic progress



SAP holds are a common barrier for continuing, returning and readmitted students who were dropped for non-payment

- 36% of returning/continuing students have a SAP hold (552 out of 1,531)
- 39% of re-admitted students have a SAP hold (179 out of 461)



7% (202) Incomplete Financial Aid Checklist Items:

- Students are ineligible for Federal Aid unless they provide additional documentation related to residency, citizenship, taxes, among other items
- Additional documentation is required

*As of 10/17

Confidential: For Discussion Purposes Only

Students expressed a variety of sentiments regarding enrollment

Student has a balance of \$1,022, will discuss balance with business services office. Student plans to use FAFSA for the Spring 2020 semester.

Student is paying out of pocket and is aware of the deadlines for Spring 2020. Rated his overall experience with the payment process as "ok".

Student stated the state of Illinois will be paying for her tuition. Student was encouraged to follow up with the business office to ensure all documents for 3rd party payments were in place before enrolling.

Student stated that she needed to add her SSN to her student account. I encouraged her to visit the registrar's office to have it entered into the system

Student is dissatisfied with the whole enrollment process and for that reason is choosing not to enroll.

Student is registering for spring classes. She is using financial aid. She has to update her financial aid as of right now it shows she has a bachelors degree.

Student has Conflicting Parental Data on FAFSA: "There appears to be issues related to your parents' data that was reported on your FAFSA. Please contact the Financial Aid office at your campus to resolve" ...

Student states she will enroll for Summer 2020.

Student will take CLEP test this week

She rated her overall experience with the payment process a five out of a ten due to trouble with the site. She is also aware of the deadlines for Spring 2020. Student is using financial aid for spring 2020.

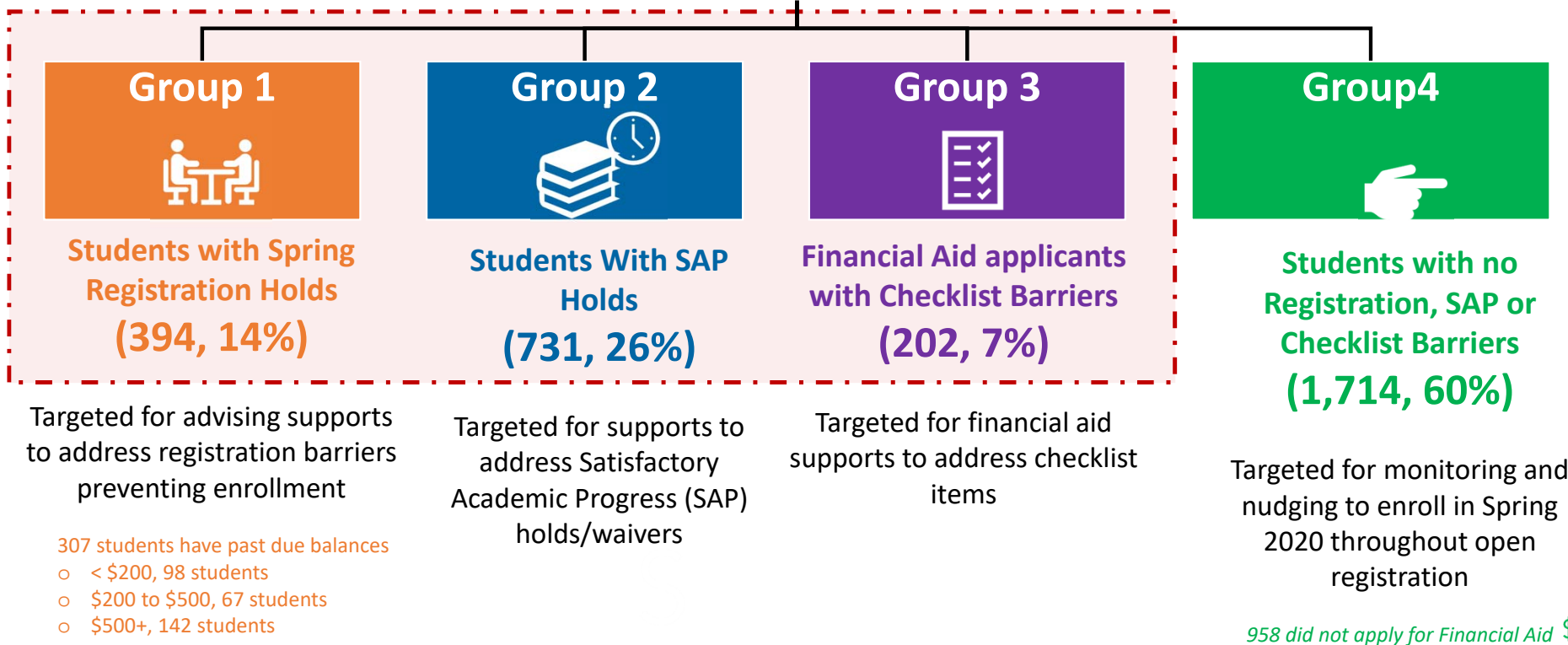
Spring Registration Outreach Segmentation*



Fall 2019 Students
Dropped for Nonpayment
(2,825**)



1,111 dropped students have one or more barriers



*In addition to ongoing monitoring of students enrolling for Spring 2020 impacted by the rolling drop process
 **As of October 17, 2019

Strategic Enrollment Management Planning Summary



STRATEGIC ENROLLMENT MANAGEMENT PLANNING PROCESSES

Preparation

- City Colleges of Chicago's first ever strategic enrollment planning process officially launched in January 2019 with the comprehensive review of internal data and robust SWOT analysis conversations across an array of institutional stakeholder groups at the seven colleges and district office.
- College and district teams formed committees to continue conversations that resulted in the development of strategic themes and areas of focus to guide subsequent planning.

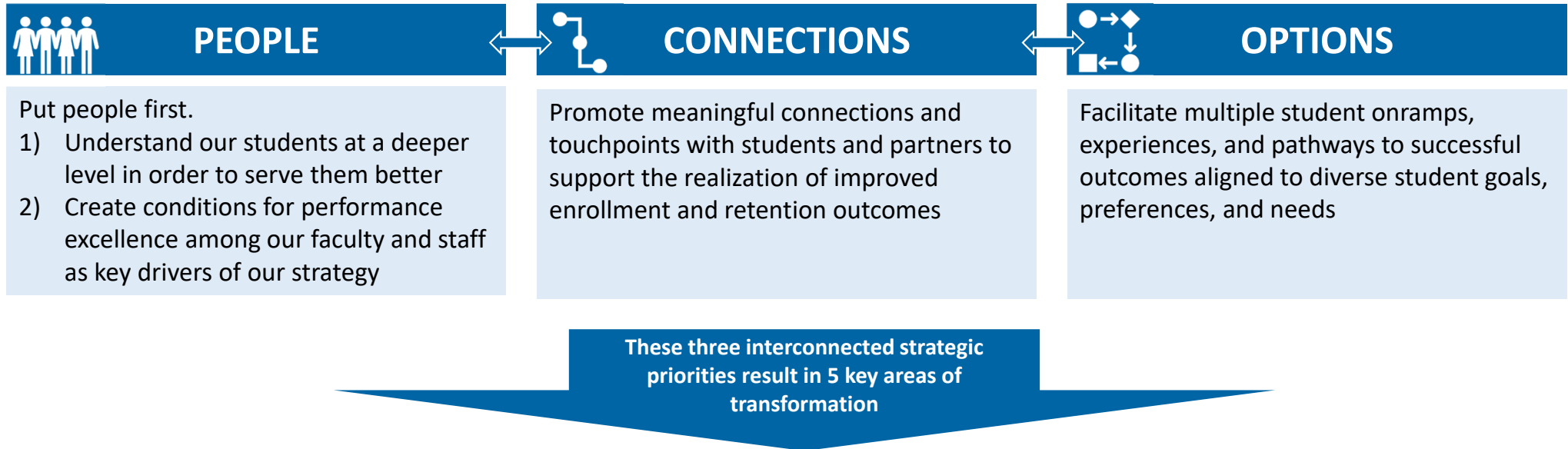
Data Analysis, Interpretation, & Strategy Development

- Northern Illinois University Center of Governmental Studies was commissioned to conduct an environmental scan that would help to build a strong understanding of the environment in which City Colleges currently operates.
- Socioeconomic and labor market data provided strong evidence of a shifting landscape in Chicago, Cook County, and Illinois that has immediate impacts on our enrollment and will continue to shape our circumstances in the next five years.
- College and district teams leveraged internal data, environmental scan data, and SWOT analyses to collectively formulate strategies intended to improve and stabilize enrollment outcomes.

SWOT ANALYSIS | DATA INTEGRATION | STRATEGY DEVELOPMENT

Key District-Wide Strategic Enrollment Management Priorities

Our 3-year strategic enrollment management plan is built around three, interconnected strategic priorities that will enable us to deliver more value to students



Areas of Transformation

- **Offering:** Programs, courses, instructional modalities and support services we offer
- **Brand:** Generation of new demand via inclusiveness and connectedness of our brand
- **Pipeline:** Processes and touchpoints promoting recruitment and application matriculation
- **Experience:** Student-facing touchpoints and infrastructure supporting deep connections to promote engagement and retention
- **Ecosystem:** Institutional culture, partnerships, and resources that enable us to deliver value to students



STRATEGIC ENROLLMENT MANAGEMENT PLAN SNAPSHOTS

- While aligned to district-wide priorities, each college has unique set of challenges and opportunities it is seeking to address in its plan.
- Strategic themes across college strategic enrollment management plans prioritize a focus on
 - **Retention**: The current higher education landscape demands that enrollment efforts extend beyond investments in new student recruitment, placing a premium on student retention and success efforts. Cost effective efforts to serve enrolled students more effectively will improve our institutional health and deliver more value to students
 - **Student Experience**: Students come to us with different goals, preferences, and needs. Colleges seeks to intentionally facilitate multiple student onramps, experiences, and pathways to successful outcomes that align to diverse student objectives
 - **Centers of Excellence**: The changing education and workforce landscape drives the district-wide direction to organize college signature career programs into Centers of Excellence to align with the fastest-growing sectors in Chicago

Daley College: Strategic Enrollment Management Snapshot

- Daley College believes in serving its students through an equity lens by building and creating access for economically and socially disadvantaged members in its service area
- Daley College's plan focuses on examining enrollment through the development and enhancement of **Enrollment Pipelines, Partnerships, and Innovative Academic Delivery**
 - **Pipelines:** Student population segments in Daley's service area that will benefit from college programs
 - **Partnerships:** Partnerships that will advance community empowerment and higher education for students and constituencies
 - **Academic Delivery:** Relevant programs that lead to credentials of economic value and personal growth experiences



AREAS OF FOCUS

- **Retention and Student Success:** Retention and student success outcomes are driven by addressing student needs through relevant programming and creating an inclusive, student-centered environment that promotes a sense of belonging
- **Center of Excellence:** Daley College seeks to leverage its state of the arts Manufacturing Technology and Engineering Center (MTEC), while promoting itself as a Hispanic Serving Institution
- **Upward Mobility and Lifelong Learning:** The college seeks to support students as they navigate life transitions (*e.g. broadening transition opportunities, increasing workforce opportunities, community and family programming*)

Harold Washington College: Strategic Enrollment Management Snapshot

Harold Washington College's plan focuses on **Relevant Programs, Student Pipelines**, and the **Student Experience**

Programs: Enhancing industry aligned programs and pathways, expanding early college opportunities, and increasing online offerings

Student Pipelines: Attracting new students and improving enrollment processes

Student Experience: Increasing student satisfaction and improving quality of instruction

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Harold Washington College believes enrollment can be impacted by strengthening of relationships, innovation of academic programs offerings and business partnership.

- **Retention & Student Success:** Retention is addressed through the establishment of a culture of care (Care Team Initiative) in addition to connecting students to early and effective engagement with faculty and staff
- **Center of Excellence:** Harold Washington College seeks to leverage its Loop location and Center of Excellence in Business & Professional Services to be a beacon in the downtown community
- **Partnerships:** The college seeks to serve all Chicago neighborhoods comprehensively and at scale by deepening relationships with partners and communities

Kennedy-King College: Strategic Enrollment Management Snapshot

The Kennedy King Strategic Enrollment Management Plan is a multi-year commitment to optimize resources amid significant changes in the college's service area, which include:

- Increasing Latinx population
- Population loss & declines in African American residents
- Increases in adult households without children in the service area
- Increasing rates of food insecurity, housing insecurity, and homelessness

The college adopted *The Loss and Momentum Framework* as the conceptual guide to govern the College's Access and Success Pathways Model.



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Kennedy King College SEM Plan will impact enrollment through the enhancement of marketing and brand awareness, improved recruitment and retention efforts, equity focus initiatives, increased partnerships and community engagement.

- **Equity & Inclusion:** Strategies to eliminate equity gaps focus on fostering student access and success, enhancing financial literacy and affordability and building a collaborative and inclusive culture of care.
- **Retention:** Retention is addressed in developing First Year Experience, Peer to Peer advising model, Mentoring, revamping of College Success course, Orientation and Commitment to Complete Campaign.
- **Center of Excellence:** Kennedy King College seeks to increase capacity within the Washburne Culinary & Hospitality Institute and Dawson Technical Institute and build capacity through the development of a Center of Excellence in Creative Arts

Malcolm X College: Strategic Enrollment Management Snapshot

Malcolm X College seeks to serve as a catalyst for social change and economic growth in the Chicago community

Malcolm X College prioritizes four overarching strategic goals in its strategic enrollment management plan

- 1. Momentum & Success:** Build on momentum to increase institutional and student success
- 2. Growth & Quality:** Grow and provide an esteemed quality of teaching and learning to compete with elite institutions
- 3. Equity:** Guarantee equity within the institution
- 4. Empowerment:** Empower individuals to grow and self-advocate so they can move towards personal and professional achievement

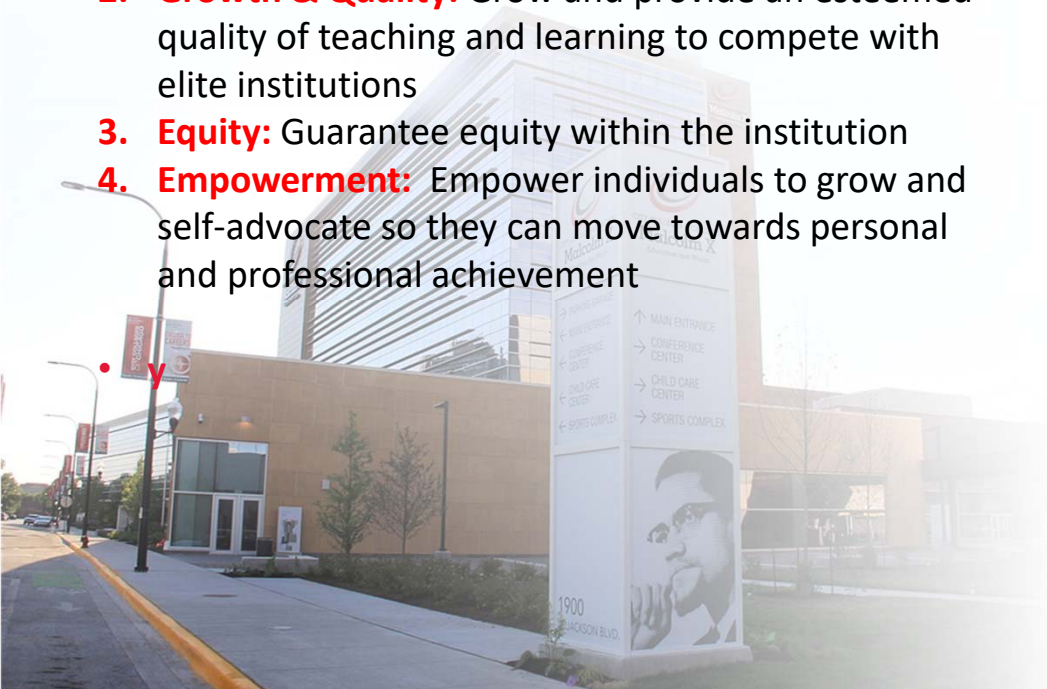
AREAS OF FOCUS

Malcolm X College will champion students, promote faculty success, improve institutional processes, deepen partnerships, inspire personal and professional growth of students and staff, and develop an institutional culture of empowerment

- **Market Share:** Malcolm X College will expand its market share in the higher education sector through student and staff ambassadorship initiatives

- **Retention:** Retention is addressed by developing a First Year Experience program, increasing their Net Student Promoter score, promoting a sense of belonging, enhancing academic success, and engaging faculty, staff and peers in creating deeper connection with students

- **Center of Excellence:** Malcolm X College seeks to elevate its Healthcare Center of Excellence as an established talent pipeline partner in the Chicago medical district.



Olive-Harvey College: Strategic Enrollment Management Snapshot

Olive-Harvey College seeks to address a high degree of urgency driven by declining enrollment and shifting demographic trends in the service area traditionally served by the college.

Olive-Harvey College's plan focuses on strategies aligned to the complete student lifecycle from the first point of awareness to post-completion mobility:

- **Access:** Focused on recruitment and outreach that fosters expanded enrollment pipelines
- **Momentum:** Focused on academic excellence and collaboration to enhance teaching and learning
- **Completion:** Focused on the intentional redesign of student experiences and holistic student supports to achieve equity
- **Mobility:** Focused on promoting quality and relevant (industry aligned) academic offerings

AREAS OF FOCUS

The areas of focus that support this plan are grounded in fostering enrollment pipelines, enhancing teaching and learning through collaboration, course scheduling, exploring new programs, and redesigning the student experience

- **Retention:** Retention, student success, and equity are delivered through enhancing advising, developing a First-Year Experience program, involving faculty in retention efforts, and early alert initiatives
- **Center of Excellence:** Olive Harvey College seeks to leverage and expand its Center of Excellence in Transportation Distribution Logistic as an innovation hub for business and career programs to build enrollment capacity

Truman College: Strategic Enrollment Management Snapshot

Truman College seeks to position itself as a **destination college** by creating a welcome and learning environment for all stakeholders is key to institutional success.

Truman College's plan seeks to address areas of opportunity related to:

- Access to **academic programming**
- Access to **student supports and resources**
- Supports for **adult education** program
- **Minority males in education**

AREAS OF FOCUS

The areas of focus that support this plan include improving academic scheduling and delivery, linking students to support services, improving programming for adult education students, and specialized programming for minority males in education.

- **Student Experience:** The plan emphasizes the student experience, student resources, and a responsive culture
- **Retention and Student Success:** Retention and student success are delivered through enhancing advising as well as developing informal learning communities and spaces
- **Center of Excellence:** Truman College seeks to leverage and expand its Center of Excellence in Education by creating an innovative incubation hub for academic programming for educators



Wilbur Wright College: Strategic Enrollment Management Snapshot

Wilbur Wright College believes enrollment can be positively impacted by strengthening relationships, innovating academic programs and business partnerships

Wright College's Plan features 5 key strategic objectives:

- 1. Pipeline (Access):** Increase the pipeline and diversity of applicants, adding more students to the funnel and targeting key areas to improve conversion and retention
- 2. Offerings (Opportunities):** Realign its center of excellence to an engineering and computer science focus
- 3. Equity (Inclusive Excellence):** Practice equity mindedness and identify practices and resources to advance student success throughout the institution
- 4. Student Experience (Retention and Engagement):** Improve retention by providing an exceptional student experience from the point of entry to completion
- 5. Total Community Development (Anchor Institution):** Expand college's scope and impact to improve institutional relationships, bolster community partnerships, and improve enrollment

AREAS OF FOCUS

The areas of focus that support this plan center on developing and expanding enrollment pipelines, expanding partnerships and new course offerings

- **Equity:** Strategies to eliminate equity gaps are highlighted, involving the deployment of technology to increase learning and connections, strengthening student engagement with faculty, staff and resources
- **Retention:** Retention is addressed through revitalization of college curricula, programs and supports, enhancing the college's commitment to outstanding customer service, and ongoing performance monitoring initiatives
- **Center of Excellence:** Wright College will establish and leverage a Center of Excellence with an Engineering and Computer Science focus, and anchor its Humboldt Park satellite campus by bolstering existing and establishing new programs