

Enrollment Management Plan 2015 – 2018

Goal 1: Enhance recruitment efforts.

1. Increase enrollment of high school students.
2. Increase enrollment of non-traditional students.

Institutional Performance Measures		Fall 2020 Benchmark*
	<u>% Enrollment by Age</u>	5%+@
	Traditional (24 & younger)	Non-Traditional (25+)
Fall 2014	61.5%	38.5%
Fall 2013	68.8%	31.2%
Fall 2012	60.7%	39.3%
<i>Fall Headcount for credit courses by Age. 10th Day Counts.</i>		
<i>*Benchmark based on 2014 baseline data through 2020 (6 years)</i>		

Goal 2: Strengthen student enrollment processes and procedures.

1. Remove barriers to enrollment by providing students the ability to test and register on the same day.
2. Students will be better informed about Financial Aid policies.
3. Students will receive regular and consistent guidance regarding their progress through their academic career.
4. Students will move quickly through developmental courses.
5. Students will be better informed about student support services on campus and become more engaged in their education.
6. Students will be empowered to build their own schedules.
7. Remove barriers to enrollment by assessing local and nationally adopted exemptions for developmental Reading and Writing.
8. Improve faculty participation and engagement in academic planning and enrollment activities.
9. Students will receive regular and consistent communication regarding their progress through their academic career.

Institutional Performance Measures			2020 Benchmark*
	<u>Semester Headcounts</u>		8%
	Summer	Fall	Spring
2014	4,723	12,051	13,854
2013	4,938	13,301	14,656
2012	5,382	13,807	14,909
<i>10th Day Counts</i>			
<i>*Benchmark based on 2014 baseline data through 2020 (6 years)</i>			

Enrollment Management Plan 2015 – 2018

Goal 3: Develop retention strategies to ensure students achieve their educational goals.

1. Students will have increased access to support services in relation to their varying schedules and will be more likely to utilize them.
2. Students will know what courses are accepted and what courses are needed for graduation, aiding them in creating their academic plan early.
3. Students will receive better service and their satisfaction levels will increase.
4. Students will be able to make informed decisions about enrollment based on their financial responsibilities.
5. Students will be better informed about student support services on campus and become more engaged in their education.
6. Students will feel more connected to the college and their department of study.
7. Students will spend less time in developmental math courses.
8. Students will utilize advising and tutoring services to improve progress in courses.
9. Students will be more accountable for their academic progress, while being supported by resources at the College.
10. International students will be aware of their responsibilities and receive supports to maintain their status.
11. NJStars students will remain on target to completion.
12. Students will utilize resources offered and develop strategies for successful completion of courses, academic planning, and balancing of responsibilities.

Institutional Performance Measures			Fall 2020 Benchmark
	FTFT Fall to Fall Retention		65%
	Camden	Peers ¹	NJ Sector
Fall 2013 to Fall 2014			
Fall 2012 to Fall 2013	60.0%	65.0%	63.6%
Fall 2011 to Fall 2012	60.0%	66.0%	62.4%
Fall 2010 to Fall 2011	61.0%	64.0%	62.2%
The percentage of FTFT students who re-enrolled the next fall term. <i>*Benchmark based on 2014 baseline data through 2020 (6 years)</i>			

Enrollment Management Plan 2015 – 2018

Goal 4: Develop strategies to assist students in completing their college requirements and to graduation.

1. Monitor and support the academic progress of currently enrolled students.
2. Developmental students will be successful and enroll in college level courses.
3. Graduation rates will improve.
4. Graduation numbers will increase.

Institutional Performance Measures			Fall 2020 Benchmark*
	<u>FTFT 3 Year Graduation Rate</u>		18%
	Camden	Peers ¹	NJ Sector
Fall 2010 to Fall 2013	13.8%	14.6%	17.3%
Fall 2009 to Fall 2012	11.0%	15.8%	17.9%
Fall 2008 to Fall 2011	17.3%	15.9%	19.0%
The percentage of FTFT students who graduated within 150% normal time (3 years). This includes graduates from all three years.			
<i>*Benchmark based on 2014 baseline data through 2020 (6 years)</i>			

Institutional Performance Measures			FY 2020 Benchmark
	Total Graduates		15%
	Camden	Peers ¹	NJ Sector
2014	1,833	1,851	1,173
2013	1,660	1,719	1,098
2012	1,832	1,704	1,095

2015 - 2018 Enrollment Management Plan

Benchmark: Increase Enrollment 5%

Goal 1: Enhance Recruitment Efforts

*Benchmark based on 2014 baseline data through 2020 (6 years)

Mission/ Goals	Strategic Initiative	Unit Goal	Objectives / Activity	Progress	Responsible Area	FY	Findings	Budget
<p>1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes.</p> <p>5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.</p>	<p>V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.</p>	<p>Increase enrollment of high school students.</p>	<p>Increase Camden County High School fall enrollment yields. Identify the top ten schools with negative yields and enrollment recent years and five year trends.</p>	<p>The target high schools are: All Camden City High Schools, CCTS-Gloucester Township, CCTS-Pennsauken, Timber Creek HS, Eastern HS, Overbrook HS, Lindenwold HS, Audubon HS, Winslow Township HS and Gloucester City HS. Attended 26 College and Career Fairs to meet with 1546 prospective students. Made 39 High School Visits to meet with 757 students. Attended 9 Community Events and met with 841 prospective students.</p>	<p>Program Outreach</p>	<p>FY14</p>	<p>Attending college fairs and community events are essential pieces of any recruitment plan.</p>	<p>College</p>
			<p>Provide a college experience for prospective students interested in Camden County College by completing 20 College For A Day Programs.</p>	<p>Hosted 1130 students during 25 College For A Day Programs. These students have applied to the College, taken the Accuplacer exam, received a presentation about CCC and toured the Blackwood campus.</p>	<p>Program Outreach</p>	<p>FY14</p>	<p>In order to increase the enrollment of students that take part in College for a Day, all College for a Day visitations will be scheduled after January 2015.</p>	<p>College</p>

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			<p>Provide High School students the opportunity to complete college level credits.</p>	<p>Registered 32 Eastern Option 2 students for 99 total credits</p>	<p>Program Outreach</p>	<p>FY14</p>	<p>85 percent of the students that enrolled in the option 2 program received a passing grade.</p>	<p>Recruitment of students - College Budget. Cost of the courses - student's responsibility</p>

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			Expand High School Counselor knowledge of Camden County College offerings and services.	Hosted 63 guidance counselors from 5 surrounding counties in October, 2014.	Program Outreach	FY15	Planned a full program of activities including presentations by CCC Enrollment Services staff and tours of select programs on campus. Feedback was very positive with several requests for similar future events.	College

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with disabilities.		Increase enrollment of non traditional students.	Increase enrollment by offering off site unique courses.	Offered 10 courses to students at Cooper Hospital and 1199C The Training Fund.	Program Outreach	FY14	The first cohort of medical billing students at 1199C completed their program prior to May 2014. A second cohort will begin, however the same number of courses will not be available in 2014-2015.	K-12
1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes. 5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.	V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.	Increase enrollment of traditional and non-traditional students.	Create a system of communications with students from point of prospecting to actual enrollments.	Admissions developed several communication "tracks" for new students and Financial Aid is using the system to communicate with their cohort.	Enrollment Services	FY15	A comprehensive Communication Plan needs to be developed to communicate with students from Prospect to Graduate. Training has been scheduled with Ellucian for several staff to receive training on the software.	College

2014 - 2018 Enrollment Management Plan

Benchmark: Increase Semester Headcount 8%

Goal 2: Strengthen student enrollment processes and procedures

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		<p>Students will be better informed about Financial Aid policies.</p>	<p>Develop Financial Aid information sessions for new and continuing awareness.</p>	<p>Financial Aid staff has developed a process for in-person and realizes need for expanded web information that will assist with student processing.</p>	<p>Financial Aid</p>	<p>fy15</p>	<p>Result is an increase in student compliance with Financial Aid regulations.</p>	<p>College</p>
		<p>Students will receive regular and consistent guidance regarding their progress through their academic career.</p>	<p>Develop a "Navigator" presence for all applicants in the enrollment process.</p>	<p>Currently there are three full-time and two part-time employees serving as Navigators.</p>	<p>Enrollment Services</p>	<p>fy15</p>	<p>More people need to be trained as Navigators. With the renovation of the Taft building to be completed June 2015, CCC will be able to provide a One-Stop experience for students to apply, register, meet with an advisor and apply for financial aid. The new physical set-up will allow for cross-training across departments and ultimately the building of a team of Navigators.</p>	<p>College</p>

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		Students will be better informed about student support services on campus and become more engaged in their education.	Offer Student Success Workshops throughout the summer. Empower new students to register online, utilize college email and navigate the college environment.	A PowerPoint presentation was created to highlight successful strategies for navigating college. 12 optional workshops were offered Summer 2014.	Advisement	fy15	Attendance was low for the 2014 Summer. The workshops will be required for Summer 2015.	College

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2014 - 2018 Enrollment Management Plan

Benchmark: Retention FA-FA +8%

Goal 3: Develop retention strategies to ensure students achieve their educational goals

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Goal 3: Develop retention strategies to ensure students achieve their educational goals

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Mission/Goals	Strategic Initiative	Unit Goal	Objectives/Activity	Progress	Responsible Area	FY	Findings	Budget
<p>further higher education and to identify and develop their personal attributes. 5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.</p>	<p>Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.</p>	<p>Students will spend less time in developmental math.</p>	<p>Students who place into developmental math will be identified and offered online tutorials in a lab setting with tutors in addition to advising services..</p>	<p>581 students were served since the grant's implementation with 55 students increasing placement. Beginning March 2015, participation will be mandatory for any student requesting to retest in math. Monthly reports of new students placing into developmental math have been requested and a letter developed for outreach.</p>	<p>Enrollment Services/Title III Grant Activity coordinator</p>	<p>fy15</p>	<p>To increase participation , students must be required to complete iPowers to be retested for the math placement test.</p>	<p>Title III</p>

2014 - 2018 Enrollment Management Plan

Benchmark: Retention FA-FA +8%

Goal 3: Develop retention strategies to ensure students achieve their educational goals

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Mission/Goals	Strategic Initiative	Unit Goal	Objectives/Activity	Progress	Responsible Area	FY	Findings	Budget
<p>1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes.</p> <p>5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.</p>	<p>II. Expand the Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.</p>	<p>Students will utilize advising and tutoring services to improve progress in courses.</p>	<p>Develop an early alert process for students in jeopardy. Students who are not attending and/or receiving poor grades will be contacted and encouraged to utilize tutoring and advising services.</p>	<p>Various options for early alert have been considered, but none implemented College-wide.</p>	<p>Enrollment Services, Advising, Academic Affairs</p>	<p>fy15</p>	<p>EOF has a successful Early Alert system that will be evaluated for implementation across the board at the College.</p>	<p>College, Title III</p>

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1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes. 5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.	II. Expand the Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.	Students will be more accountable for their academic progress, while being supported by resources at the College.	Enforcement of Academic Probation policy to foster student success. Students who have below a 2.0 gpa and/or have a completion ratio below 67% will be contacted via mail and advised to speak to an advisor, the first time identified, and restricted from registration until contact with the Dean's office, the second time identified.	Letters were sent Fall 2014 and Spring 2015 based on the revised policy. Students came in for advisement and received successful interventions. Going forward, the letters will be sent out once final grades are submitted for the semester allowing more time for students to address their academic plan before having to register for the next semester and allowing Advisement to better manage the flow of students.	Enrollment Services/Advisement/Academic Affairs	fy15	The outreach was effective in bringing student in for advisement, but the letters need to go out sooner to allow students time to discuss their options with their advisors before registering for the next semester. Factors, such as extended gaps in attendance, need to be considered for those placed on academic probation.	College

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1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes. 5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.	II. Expand the Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.	International students will be aware of their responsibilities and receive supports to maintain their status.	Increase retention and success of International Students. Inform students of the responsibilities to maintain and complete 12 credits per semester with a gpa of 2.0 to maintain status. Police the 10th day grades and reach out to students with NA and XA grades.	Orientation workshops offered several times before and during the Fall 2014 and Spring 2015 semester, educating students on their responsibility to remain in good academic standing and the supports available should they have difficulty. As a result, students are much better informed and very few are out of compliance.	International Student Services	fy15	The increased correspondence with students via email, mail and in-person workshops made a significant difference in retention of this group. This is further evidence of the benefits of a comprehensive communication management plan.	College
		NJSTARS Students will remain on target to completion.	Improve retention of NJSTARS students. Offer workshops to NJSTARS students for academic planning and review of available supports.	Advisement and Registration Workshops were presented to 40 first time NJSTARS students at which they reviewed NJSTAR policies and received assistance with academic planning and registration.	Advisement	fy15	NJSTARS students need increased communication and in-person meetings to stay connected and stay in school.	College

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<p>1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes. 5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.</p>	<p>II. Expand the Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.</p>	<p>Students will utilize the resources offered and develop strategies for successful completion of courses, academic planning and balancing of life responsibilities.</p>	<p>Offer workshops to students on Student Success topics. Improve retention of students by teaching college survival skills.</p>	<p>Workshops offered Fall 2014 and Spring 2015: Time Management, Real Money 101/HESEEA, Critical Thinking, Financial Literacy, Classroom Success, Creating your Business Plan, Test taking and study strategies, Healthy behavior and Healthy Relationships, Stress Management</p>	<p>Camden Advisement</p>	<p>fy15</p>	<p>The College needs to incorporate success workshops at all three campuses. Advisement can make better use of the months of February and October, typically slower traffic months, to offer workshops.</p>	<p>College</p>

2014 - 2018 Enrollment Management Plan

Benchmark*: Enrollment +5%

Goal 4: Develop strategies to assist students in completing their college requirements to graduation.

*2014 baseline data through 2020 (6 years)

Mission/Goals	Strategic Initiative	Unit Goal	Objectives/Activity	Progress	Responsible Area	FY	Findings	Budget
<p>1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes.</p> <p>5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.</p>	<p>II. Expand the Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.</p>	<p>Monitor and support the academic progress of currently enrolled students.</p>	<p>Identify At Risk Students that require additional support services</p>	<p>Various options for early alert have been considered, but none implemented College-wide.</p>	<p>ESS Staff and Academic Affairs</p>	<p>fy15</p>	<p>EOF and International Students have successful Early Alert systems that will be evaluated for implementation across the board at the College.</p>	<p>College</p>
		<p>Developmental students will be successful and enroll in college-level classes.</p>	<p>Out of classroom support programs will be offered to students.</p>	<p>Faculty-led Student Advocacy team is gathering best practices initiatives to share across the curriculum. Presentations were made to faculty at Opening Day re: peer tutoring and "flipped classrooms."</p>	<p>Academic Affairs</p>	<p>fy15</p>	<p>Current CCC faculty have best practices to share. The Student Advocacy Team provides a conduit for sharing these practices.</p>	<p>Title III</p>

2014 - 2018 Enrollment Management Plan

Benchmark*: Enrollment +5%

Goal 4: Develop strategies to assist students in completing their college requirements to graduation.

*2014 baseline data through 2020 (6 years)

Mission/Goals	Strategic Initiative	Unit Goal	Objectives/Activity	Progress	Responsible Area	FY	Findings	Budget
1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes. 5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.	II. Expand the Future of Technology in Education. V. Develop an Integrated Support Services Agenda. VI. Develop College Readiness Strategies for High School Students and Adults in Transition.	Graduation rates will improve.	Develop a more efficient process for graduation assessment and notification.	Pilot with Career Technical Education students, newly funded Perkins advisors, are reviewing student degree audit for those that have earned more than 45 credits towards graduation requirements.	ESS Staff and Academic Affairs	fy15	In addition to the hands-on pilot, the College needs to	Perkins
		Graduation numbers will increase.	Develop a process to identify and notify transfer students who left without graduating.	Students who were close to graduation, but did not receive their degree and are no longer at CCC have been contacted to apply for graduation. Discussions have taken place with Rutgers University and Richard Stockton College of New Jersey to implement a reverse transfer agreement.	ESS Staff and Academic Affairs	fy15	There is discussion in the state to adopt a state-wide policy for reverse transfer.	College