AC ENROLLMENT PLAN

    A.   RECRUITMENT

Recruitment Goal 1: Improve Prospect Generation and Communication

Strategies:

- **Refine process for capturing and tracking prospects in Colleague**; assign data entry and quality control to new Enrollment Services Technical specialist; dramatically improve data accuracy and reliability; create and manage communication tracks designed to reinforce prospect interest and engagement.

- **Improve email follow-up to prospects and applicants**; leverage AC Connect portal to bond and communicate with prospects/applicants.

- **Evaluate and improve campus tours**; update training plan for Blue Blazers; develop customer satisfaction survey.

- **Measure effectiveness of off-campus recruitment events**; calculate (prospect to applicant) conversion rates for all off-campus recruitment events; use data to refine recruitment efforts.

- **Target Dual Credit seniors for continued AC enrollment after high school graduation**; leverage name and address information for communication; design communication track specific to dual credit students; provide AC degree maps that show how credits earned in high school align with specific AC programs.

- **Target high school students whose plans after high school are unclear**; work closely with area high school counselors to identify academically well-prepared students who have no plans beyond high school; design communication track specific to this population; provide special assistance at each opportunity.

Metric: Achieve a 10% increase in prospect to applicant conversion rate for 2016FA

Recruitment Goal 2: Re-enroll Former AC students who have not Earned an AC Degree or Certificate

Strategy:

- **Re-enroll former AC students who earned >30 credits but never graduated** with a degree or certificate; work with Registrar's Office to mine historical data in Colleague; find students and assist with re-enrollment and completion

Metric: Contact at least 200 "Achieving the Degree" students each semester with a goal of 50% conversion.

Recruitment Goal 3: Convert Prospects to Applicants through Direct Mail

Strategy:

- **Create and mail a series of post cards to prospective students** who have not applied for admission; focus to include call to action (Apply Now), the benefits of attending AC, and an appeal to parents promoting the low cost of a community college education.

Metric: 10% increase in prospect to applicant conversion rate for fall 2015 semester

Recruitment Goal 4: Increase Enrollment of Adult Students

Strategy:

- **Conduct Amarillo area employee recruitment campaign**; solicit largest area employers and request an opportunity to conduct presentations and/or onsite enrollment services; provide enrollment services (admission, financial aid, advising, and registration); include AC service-specific specialists as needed; Target list: BSA Healthcare Systems, VA Hospital, AIG Insurance, Xcel Energy, City of Amarillo, McDonalds, Wal-Mart, Workforce Solutions Panhandle, and Tyson.

Strategy:

- **Convert prospects to applicants by making personal calls to prospective adult students who have not applied for admission**; focus to include "Apply Now" call-to-action, the benefits of attending AC and the low cost of a community college education; send email messages to those who cannot be reached by phone.

Strategy:

- **Conduct special one-stop application/enrollment events designed specifically for working adults**; collaborate with Advising and Financial Aid Offices to provide services multiple times throughout the year.

Recruitment Goal 3: Enhance Academic Involvement in Recruitment

Strategy:

- **Assign member of each department and/or academic programs to be the recruitment agent for that unit**; offer a special assignment credit for recruitment work; develop recruitment videos and manage web pages for program; recruiters will provide lists of prospects and applicants; focus special effort on applicants in order to increase applicant to enrolled completion rates.

Timeframe: Summer and Fall 2015

B. OUTREACH

Outreach Goal 1: Foster Effective Relationships with Feeder High School Counselors

Strategy:

- **Host annual high school counselor appreciation luncheon** designed to inform attendees about AC programs and services; provide high school counselor quick-reference guide to facilitate student transition to AC

Metric: 100% of counselors who complete the event survey will rate the event as "helpful" or "very helpful".

Responsible Party: Recruitment/Advising
Timeframe: October 2015

Outreach Goal 2: Share AC Enrollment Information with Local School Districts

Strategy:

- **On an annual basis, create and distribute AC enrollment report to key stake-holders at Amarillo area school districts**; illustrate the fact that AC is the first institution of enrollment for the majority of area high school graduates who enroll in college immediately after graduation; distribute via face-to-face meetings and by mail.

Outreach Goal 3: Increase FAFSA Completion Rate

Strategies:

- **Conduct "Hands-On FAFSA" events on Washington Street Campus**; assist current Amarillo College students in completing the Free Application for Federal Student Aid (FAFSA); promote event by conducting a scholarship drawing with the winner to be selected from participants who complete the FAFSA by 5/1/15.

- **Partner with TG and AC Student Money Management Center to increase FAFSA Completion in the Amarillo area**; conduct visits with local high school counselors and principals to provide the number of students who completed the FAFSA in the prior academic year and the number of students who participated in AC Hands on FAFSA events; provide participation numbers during the 2015 High School Counselor's Workshop and encourage counselors to sign up for a Hands on FAFSA event before leaving the workshop; collaborate with TG to recognize area high schools that significantly increase participation.

Responsible Party: Financial Aid/Student Money Management Center
Timeframe: March 2015 – May 2016

C. ENROLLMENT

Enrollment Goal 1: Develop Partnerships with Local Industries/Businesses

Strategies:

- **Develop contracts with area employers to provide courses for their employees**; form an AC outreach team that includes CE staff who have a history of building partnerships for staff training and Susie Wheeler with Perkins; include feedback from relevant AC advisory boards.

- **Increase enrollment at branch campuses**; consider truck driving, academic, and other programs.

- **Develop new "on-site programs in response to employer needs**; where appropriate and necessary, include developmental studies training; address all enrollment barriers.

Timeframe: Spring, Summer and Fall of 2015

Enrollment Goal 2: Increase Adult Student Enrollment

Strategy:

- **Focus on new delivery methods and reconfigure course schedule**; develop hybrid programs in response to market needs/demands that require limited on-campus time (with the majority of course work delivered online); increase evening and/or weekend offerings.

Timeframe: Fall 2015

Enrollment Goal 3: Develop Block Schedules

Strategy:

- **Develop block schedules designed to foster full-time enrollment and degree completion**; work with the FYE Integration task force to quickly develop block offerings for fall; work with faculty and deans to create true learning communities within the blocks offered; work with faculty and deans to cluster appropriate gateway courses together and to add SI.

Timeframe: Fall 2015 and Spring 2016

Enrollment Goal 4: Offer More Accelerated Degree Programs

Strategies:

- Work with technical education to **develop more short-term level I certificates**.
- Work with academic deans to **develop focused, short-term paths to completion of associate degree programs** with the largest enrollments.

Timeframe: Spring, Summer and Fall 2015

Enrollment Goal 5: Increase Technical Dual Credit Offerings

Strategy:

- **Target high schools where technical dual credit may be needed**; work with branch campus directors and academic directors to enhance offerings.

Enrollment Goal 6: Redesign Developmental Education to Accelerate Progress and Retention

Strategies:

- **Incorporate developmental education redesign into Title V funding/work**; adopt New Mathways approach; work with transfer institutions to bridge the gap between New Mathways and transfer needs; offer faculty development for New Mathways pedagogy

Timeframe: Spring and Fall 2015; implement in Fall 2016

- **Cluster developmental education courses at levels 5-6 with credit-bearing academic courses** leading to degrees; cluster developmental education courses at levels 5-6 with the FYS.

Timeframe: Fall 2015.

Enrollment Goal 7: Streamline the Enrollment Process

Strategy:

- **Develop AC-hosted online admission application in order to improve communication and decrease processing time**; provide immediate feedback to new applicants, include only the most relevant questions, allow students to apply for admission and Foundation scholarships simultaneously, deliver residency questionnaire that is simple and dynamic. July-October 2015

- **Analyze the enrollment process at Amarillo College (Admission, Testing, Advisement, Financial Aid, and New Student Orientation) to understand where efficiencies can be implemented**; convene Enrollment Review meetings on a monthly basis; encourage early registration; ensure that students are 'greelighted' and registered in a timely manner.

- **Provide specialized advising/registration events for key area high schools**; model events after "ACE Registration Days", include: Tascosa H.S., Amarillo H.S., River Road H.S., Highland Park H.S., Bushland H.S., Randall H.S. and Canyon H.S., pre-schedule students for fall semester, include comprehensive direction to bolster engagement and understanding. April and May 2016.

Metric:
• 20% increase in students seen during non-peak advisement times.
• Increase student satisfaction results on student survey (CCESSE)

D.   RETENTION and PROGRESSION

Retention and Progression Goal 1: Partner with Civitas Learning

- **Leverage AC data to improve student learning, persistence, and completion** by successfully implementing the Civitas cloud-based predictive analytics platform and deploying related web-based applications; evaluate historical results and predict future student performance; help students to make better-informed choices; give advisors a clearer view of struggling students; help instructors to evaluate and improve student engagement.

Retention and Progression Goal 2: Adopt High-Impact Academic Retention Practices

Strategy:

- **Enhance the use of learner-centered pedagogies through faculty development**; initiate a faculty fellows program to encourage high impact practices and learner-centered pedagogy; initiate a core-implementer/master practitioner program in conjunction with faculty development workshops to seed the AC community.

Timeframe: Spring 2015-Spring 2016

- **Leverage midterm grades** to function as a component of AC's early warning system.

- **Redesign the entire curriculum** to include a focus on high impact practices (launched Spring 2015)

Timeframe: Spring, Summer and Fall 2015

- **Develop curriculum maps** that clarify the areas where program goals are addressed through course outcomes; focus assessment through curriculum maps; integrate assessment through curriculum maps with Blackboard Analytics.

- **Use data on an institutional and program basis to improve the attainment of competencies** and identify roadblocks to retention.

Timeframe: Spring 2015-Spring 2016

Retention and Progression Goal 3: Increase student participation in academic support services and extracurricular activities

Strategies:

- **Define and assess current levels of participation** in student engagement activities
- **Emphasize the importance of student engagement** in New Student Orientation (NSO)
- **Encourage faculty to promote student participation in extracurricular activities** and use of academic support services in course syllabi and assignments
- **Leverage AC Connect portal** for communication and push notifications

Metric: Increase student participation by 5% over current rates

Responsible Party: VP Student Affairs, Deans of Instruction

Timeframe: Fall 2015 and Spring 2016

Retention and Progression Goal 4: Help Students to Make Informed Career Decisions

Strategy:

- **Provide student access to My Plan from enrollment through completion**; train advisors and faculty regarding information available in, and use of, My Plan assessment; increase use of gainful employment disclosures in advisement sessions.

Metric: 50% increase of student registration in My Plan career inventory tool

Retention Goal 5: Intervene With Students Early and Often

Strategies:

- **Call students who are new to Amarillo College**; check in and ask about academic and personal progress; encourage students and address success barriers; create 'retention alerts' for those most in need of help; follow up with students as needed and remove barriers.

- **Contact students who have recently withdrawn from AC**; create and work 'recovery alerts' created on behalf of students who were enrolled for the semester and have withdrawn from all courses; follow up with students, remove barriers and encourage re-enrollment.

E. MARKETING AND BRAND AWARENESS

Marketing Goal 1: Increase/Improve online presence

Strategies:

- **Deploy StartHereCareers.com**; encourage AC faculty, recruiters and Career Center professionals to increase public awareness of the site by leveraging it to attract and retain students; create and install Career Coach widget on individual webpages in order to lead prospective students directly to program-related employment information.

Metric: Increase visits by 10% per year and click-throughs by 7% per year.

- **Convert old website to current content management system**; expand social media networking; integrate online recruitment function; and direct incoming web traffic from multiple sources

Metric: Increase overall web traffic by 10% per academic year; improve the navigation through student site testing; evaluate search capacity.

- **Improve AC's online presence**; increase program-specific Google ads; tie Facebook behavioral and Google ads to the top 10 best jobs in our area as defined by StartHereCareers.com, new program offerings and online degrees.

Metric: Increase program specific click-throughs to our program-specific webpage by 5% by the end of the fall 2015 semester.

Marketing Goal 2: Design and Create Program-Specific Printed Materials

Strategy:

- **Redesign and print program-specific panel cards** with generic card holders so that faculty and staff can customize AC's brochures to match individual student interests.

Metric: Demand for printed materials will increase by 10% by the end of the fall 2015 semester.

Marketing Goal 3: Promote Student Completion

Strategies:

- **Create and deploy student completion photo stands**; include messages designed to inspire completion; photo stands will complement a First Year Seminar exercise in which students go online and pledge to complete their academic goals (graduation, transfer or certificate).

- **Brand campuses through banners and building wraps**; design, purchase building wraps for AC's East Campus; design and purchase light pole banners for AC's Downtown Campus; design and purchase "Change Lives" light pole signs on Washington and West campuses.

- **Increase student awareness of support services**; provide a PDF of campus maps and list of services on line (AC portal and website) so AC faculty and staff can print copies and provide that information to current and prospective students.

- **Improve way-finding on AC campuses**; partner with ASI Sign Systems, Inc. to improve campus maps and signage; begin with Washington Street Campus, and then consider other campuses as resources permit.

Metric: Amarillo College AtD success measures.

Marketing Goal 4: Increase Word-of-Mouth Marketing

Strategies:

- **Provide two AC logo shirts (Start Here, Go Anywhere) to every employee**; employees will be encouraged to serve as AC ambassadors by wearing the shirts.

- **Redesign new and continuing employee orientation** in order to promote AC's "Culture of Caring.

Metric: Word of mouth marketing and employee morale will increase by a zillion percent.

Marketing Goal 5: Improve Customer Service

Strategies:

- **Create and assist in delivering online customer service surveys**; work with IR to organize tracking and analysis; pinpoint AC's strengths and weaknesses; use feedback to inform content of AC employee orientation sessions.

- **Design series of "thank-you" postcards** that advisors can send to new students immediately after their initial advising session; during peak enrollment times, other AC faculty and staff can help advisors by personalizing and mailing the cards.

Metric: Did we do it?

Marketing Goal 6: Develop Student Success Videos

Strategies:

- **Create videos designed to guide students through important AC entry points and success interventions**; leverage Panhandle PBS and CTL resources produce content; provide and promote opportunities for students to create their own short videos highlighting success stories and important information for prospective and current students.

Metric: Each informational video will ask for immediate feedback at its conclusion. 80% of the students who answer the short questionnaire will report that the video was helpful.