



STRATEGIC ENROLLMENT MANAGEMENT (SEM) PLAN

FY 2023-FY 2026



WAUBONSEE
COMMUNITY COLLEGE

WAUBONSEE COMMUNITY COLLEGE



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COLLEGE OVERVIEW

Waubonsee Community College draws its students from a vast community of learners that includes more than 450,000 residents across a 624-square-mile geographic area. Those residents live in or near 22 municipalities and may attend one of 12 public and several private school districts that draw the outline of the community college district. Since its founding in 1966, the College has provided programs and services to more than 320,000 people.

Waubonsee's network of four campuses increases access to face-to-face learning and services across the district. At our Sugar Grove Campus, students access classrooms, labs, and services via peaceful walkways that wind through a lush canopy of oaks and around beautiful Huntoon Lake. Located in the heart of Illinois' second largest city, our Aurora Downtown Campus offers one-stop student services, transferable general education courses, and signature Associate in Applied Science (AAS) Degree and Certificate Programs. Our Aurora Fox Valley Campus is focused on health care programs, and features state-of-the-art labs that give students hands-on, realistic experience with current equipment and procedures. Located in the southwest portion of Waubonsee's district, our Plano Campus serves as the college's Innovation and Design Center. As such, it houses a variety of programs including welding, computer aided design and drafting, cybersecurity, and more.

The College offers transfer-oriented courses and associate degrees, associate in applied science degrees and certificates in today's most desirable career fields, and a general studies associate degree and certificate designed primarily for students who have chosen to pursue a broad general program. District residents are able to complete their degrees or certificates conveniently, thanks to a multitude of flexible learning options. Asynchronous and synchronous online courses, blended or hybrid courses with online and select classroom meetings, the flex modality, and accelerated courses all provide flexibility for students. The College offers dual credit programs where enrolled students earn both high school and college credit.

The College also offers noncredit programs that provide individual development and learning, and workforce training services to local organizations and individuals. Adult Basic Education and English Language Acquisition curriculum opens doors to personal achievement for those who need to strengthen their educational foundation.

The percentage of minority students enrolled in credit courses has steadily increased in recent years, currently standing at more than 40%. This change is reflective both of the changing demographics of the college district and of Waubonsee's commitment to accessible and equitable higher education.

From 2010 to 2020, the population in the five counties in Waubonsee Community College's district increased by 41,206. Since 2010, Kendall County experienced an 11.7% population growth and Kane County experienced a 3.7% increase in population, compared to a 6% estimated growth rate across the U.S. and a decline of 1.8% in the State of Illinois.

WAUBONSEE'S PRIORITIES AND PLANS

The Waubonsee Community College Strategic Plan (Plan) is devised into three pillars: Student Equity and Success, Community Connections, and Employee and Organizational Excellence. We believe that these pillars accurately represent the stakeholders we serve while supporting our mission of delivering accessible, equitable, and innovative education.

This Plan and its pillars are flanked by ancillary plans, designed to support the college's work in its strategic priorities. The alignment of these plans is essential, as we aim to create teaching, learning, and support environments that are inclusive, welcoming, and allow for a sharing and exploration of one's unique and individual talents.

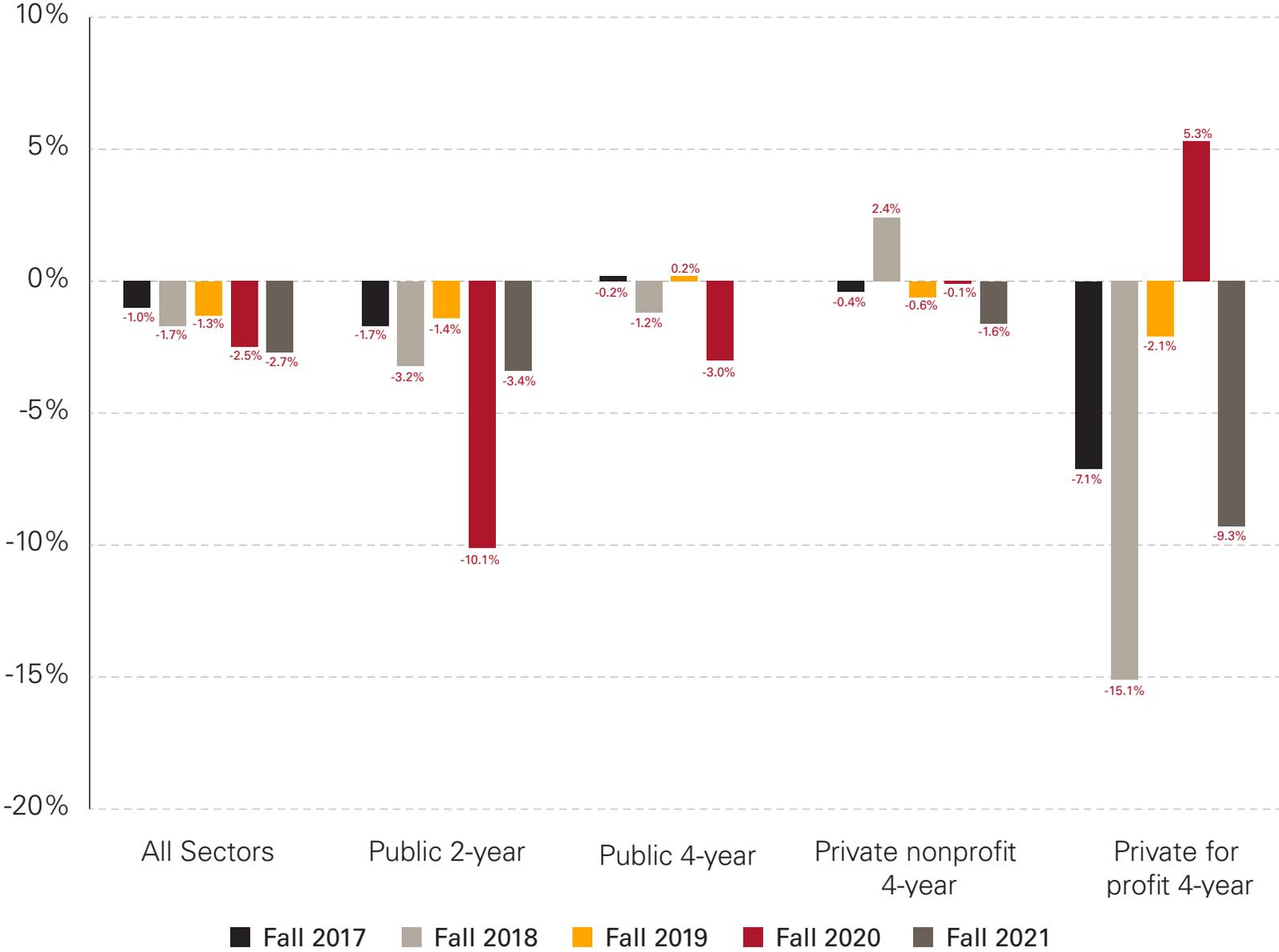


Strategy and Planning

Mission		Vision		Values
Waubonsee Strategic Plan	Educational Affairs Plan	SEM Plan	Equity Plan	Facilities Renovation and Space Utilization Plan
Student Equity and Success	<ul style="list-style-type: none"> • Increase student persistence and completion • High quality educational experiences • Consistent learning outcomes across all courses, programs and services • Responsive and relevant programs 	<ul style="list-style-type: none"> • Set clear goals and achieve optimal enrollment • Robust onboarding • Cross-coordination of services • Improve retention of students of color • Minimize financial barriers • Academic pathways • Data-informed programs 	<ul style="list-style-type: none"> • Closing achievement gaps • Disaggregated a comparative data to identify opportunities • Identifying unmet needs of students 	<ul style="list-style-type: none"> • Create spaces that encourage student engagement and promote relations • Support programs through innovative design
Community Connections	<ul style="list-style-type: none"> • Develop and strengthen partnerships with external stakeholders 	<ul style="list-style-type: none"> • Workforce and Solutions Council 	<ul style="list-style-type: none"> • Build relationships with organizations to help us more effectively serve underrepresented communities 	<ul style="list-style-type: none"> • Welcome our community with a clean, safe, healthy campus environment
Employee and Organizational Excellence	<ul style="list-style-type: none"> • Provide meaningful and useful professional development 	<ul style="list-style-type: none"> • Customer service training: creating dynamic and transformative experiences 	<ul style="list-style-type: none"> • Sustained dialogue trainings to build a more welcoming and inclusive campus climate 	<ul style="list-style-type: none"> • Encourage employee engagement and well-being through the creation of collaborative spaces

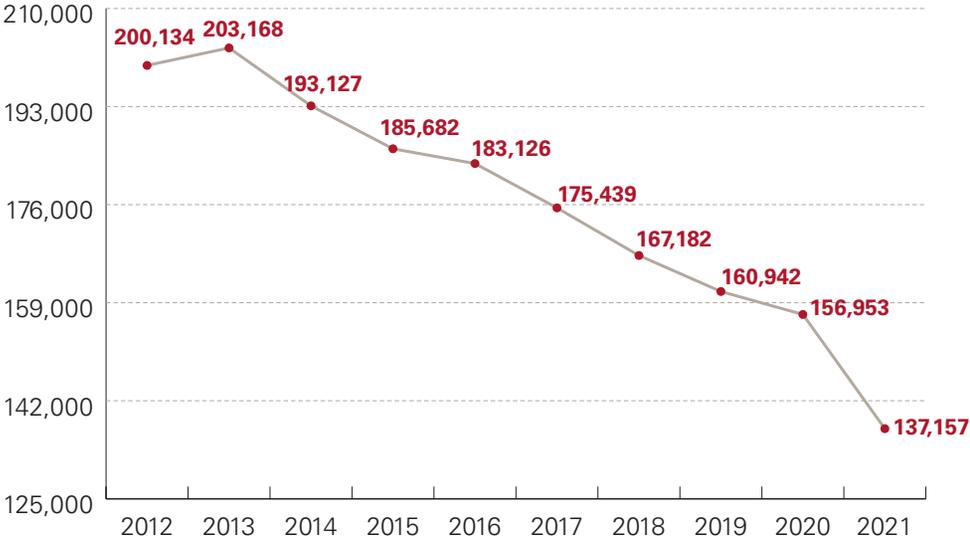
NATIONAL DATA

Percent Change in Total Enrollment from Previous Year by Institutional Sector: 2017 to 2021

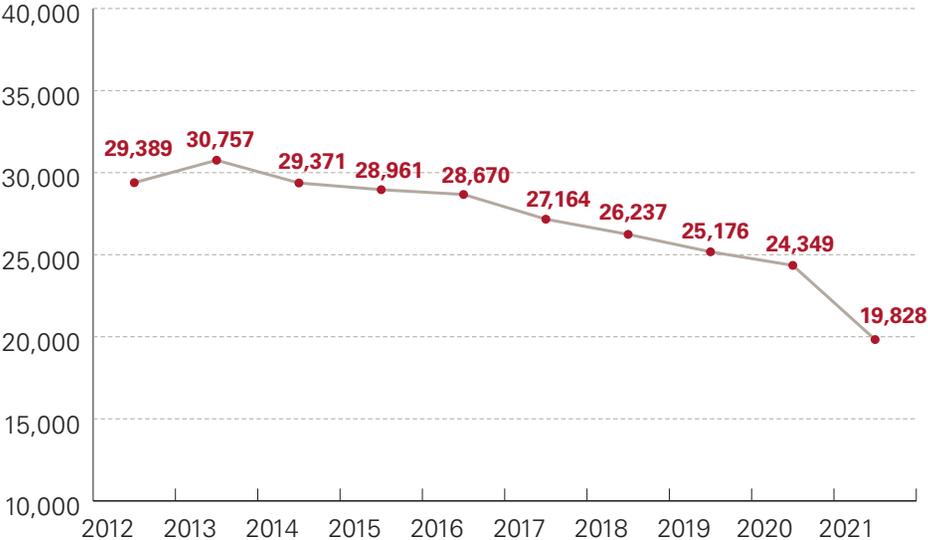


ENROLLMENT TRENDS- HERE AND ELSEWHERE

Waubonsee Credit Hours Data



Waubonsee Student Enrollment Data



STATE DATA

SUMMARY OF OPENING FALL ENROLLMENT IN ILLINOIS PUBLIC COMMUNITY COLLEGES FROM 2017-2021

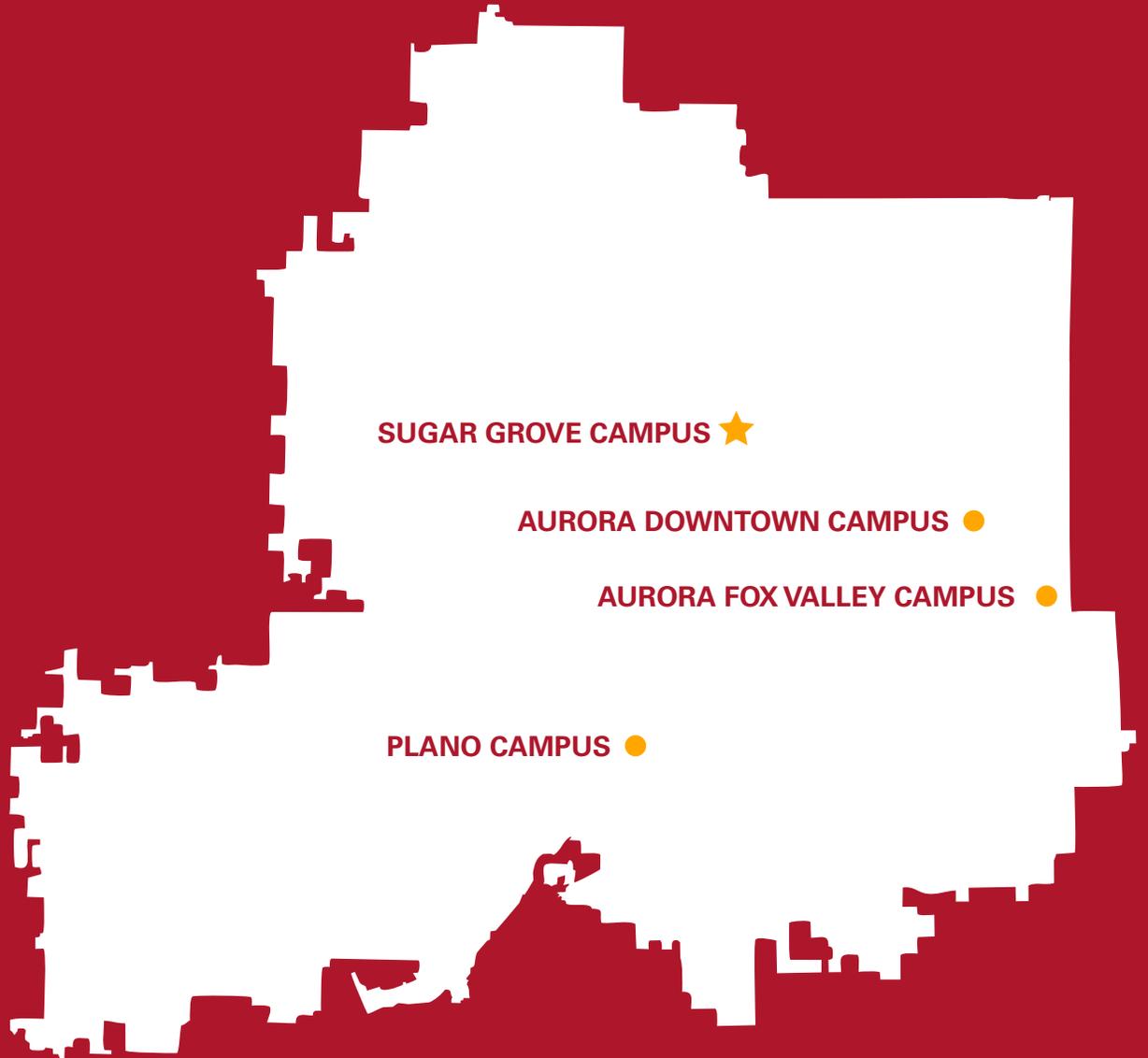
	2017	2018	2019	2020	2021
Headcount	293,417	283,415	271,336	233,777	230,322
% Change from Previous Year	-3.5%	-3.4%	-4.3%	-13.8%	-1.5%
FTE	170,303	164,405	157,873	138,237	131,833
% Change from Previous Year	-3.7%	-3.5%	-4.0%	-12.4%	-4.6%

A DIVERSE AND GROWING DISTRICT

452,958 residents

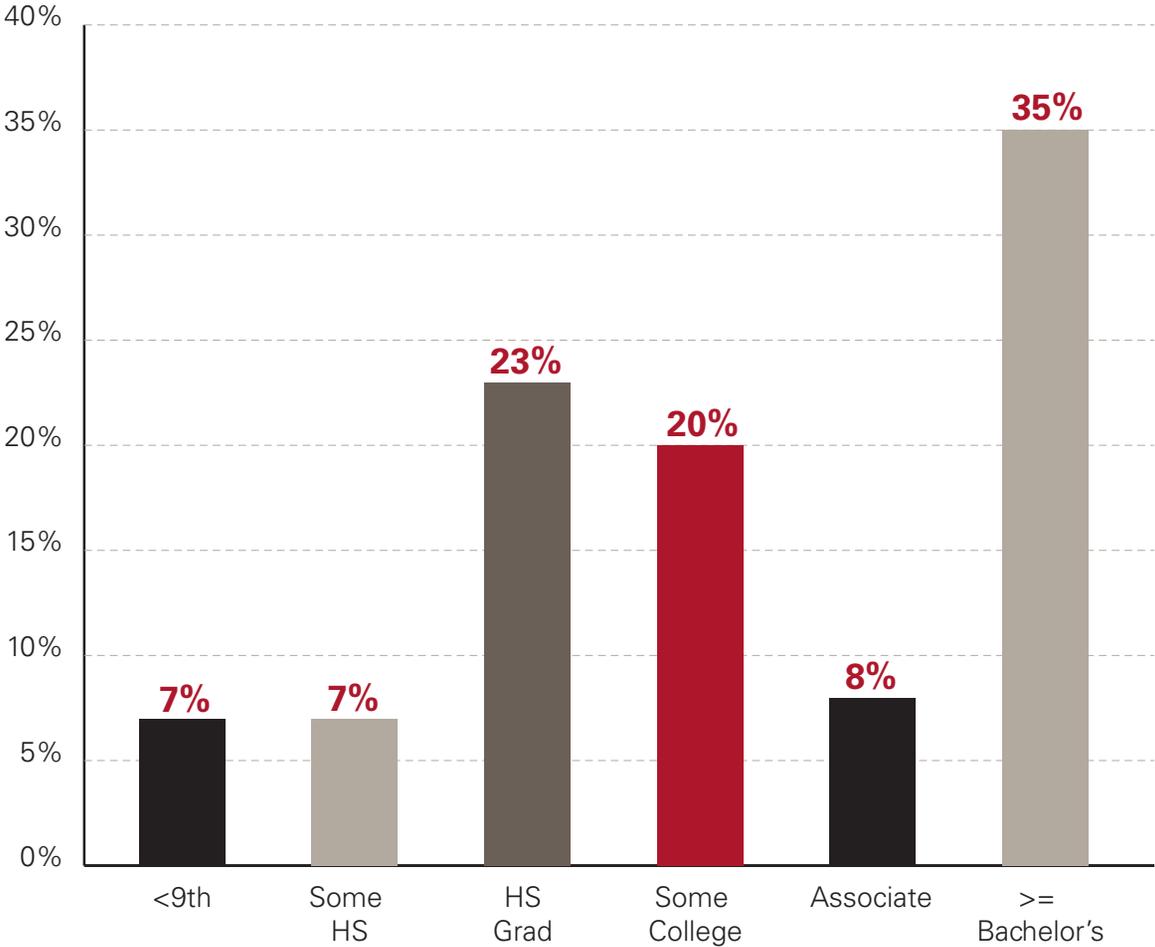
624 square-mile geographic area

22 municipalities

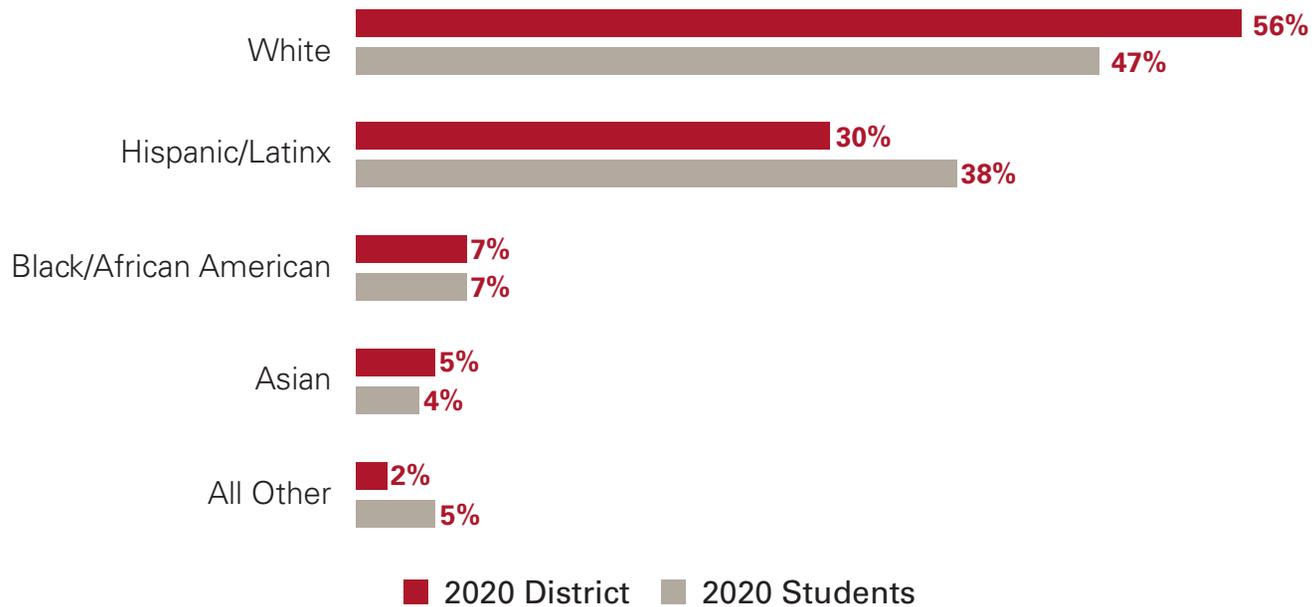


Education Level in District

Waubonsee is fortunate to have a healthy and growing district population. Almost half of in-district adults ages **25+** have an education level that would indicate they may want/need a college credential (**124,700**). Even when we layer on age (**55**) and income (**\$250k/year**) maximums to get a truer prospect pool, there remains about **32,000** adults that may be a good fit.



Race and Ethnicity Distribution Waubonsee District Compared to Student Body



Illustrates the 2020 race/ethnicity distribution of the district compared to the same distribution of Waubonsee credit students in FY2020. The 'All Other' category includes those identified as American Indian/Alaskan Native, Pacific Islander, Multiethnic, other race/ethnicity, and unknown/prefer not to respond.



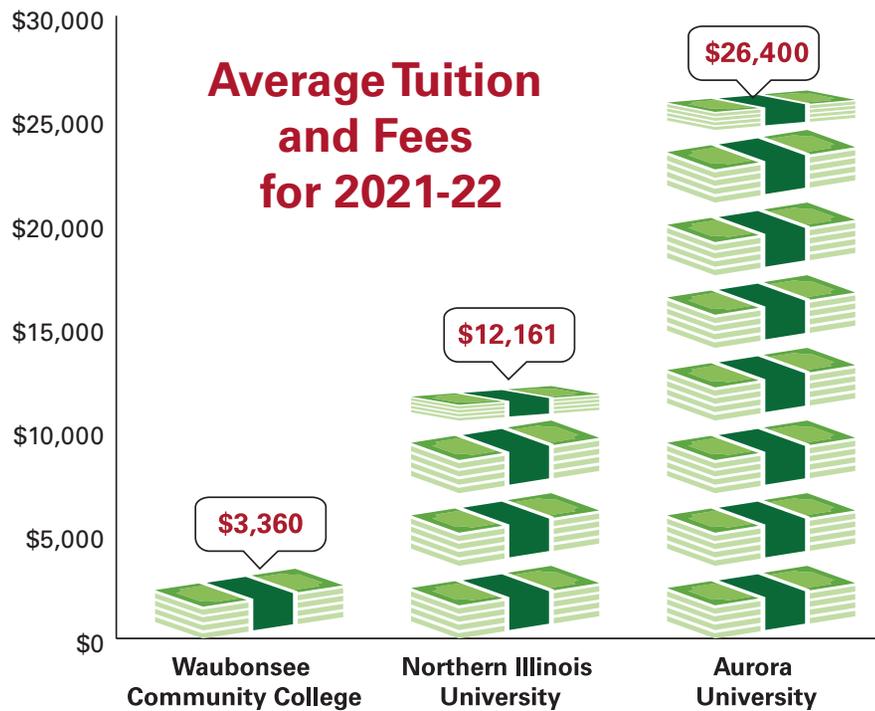
Being a Hispanic-Serving Institution

Waubonsee received our designation as a Hispanic-Serving Institution (HSI) from the U.S. Department of Education in 2009. As an HSI, we must demonstrate each year that our student enrollment is at least 25% Hispanic to maintain that designation. Although an HSI becomes designated as such based on its enrollment, truly serving Hispanic and Latinx students requires that HSIs focus on facilitating academic success not merely providing educational access (e.g., Santiago, Andrade & Brown, 2004; Contreras, Malcom & Bensimon, 2008, Malcom, Bensimon & Davita, 2010, Nunez, 2014). Waubonsee takes great pride in being a Hispanic-Serving Institution and is building a culture of equity and inclusion by re-envisioning “student success” to be more inclusive of success for all our underrepresented students. Many Hispanic/Latinx students in our communities feel that college is simply not for them, as they grapple with numerous family responsibilities, cultural misconceptions about college, the need to work more than 30 hours per week, an uncertainty of where the money to attend college will come from, and/or how to budget for college. For these students, college seems like an inaccessible dream.

To address those challenges, Waubonsee has been awarded three consecutive Title V Developing Hispanic-Serving Institution Grants, which are grant funds set aside for HSIs to apply for through a competitive process coordinated by the Department of Education. Waubonsee was one of three colleges in Illinois, and the only community college in the state, to receive a Title V grant in the 2020-2025 funding cycle. The award funding will be used to support Waubonsee’s Strategic Plan pillar of Student Equity and Success. Specifically, the college will use the funding to develop a Latinx Resource Center to provide support and resources to Latinx students, engage the Latinx community, and increase awareness of Latinx culture. The grant will enhance the transition from high school to college through dedicated advisors in high schools, increase student participation in financial literacy education and work-based learning, and create programs for Waubonsee employees to increase cultural competencies.



AFFORDABILITY – AN IMPORTANT FACTOR



One year (two semesters) of full-time (12 credit hours) tuition and fees. Sources: aurora.edu, niu.edu and waubonsee.edu



Waubonsee Tuition Increase/Freeze

Academic Year	Tuition	Student Fee	Total
2018	126.00	8.00	134.00
2019	128.00	8.00	136.00
2020	130.00	8.00	138.00
2021	132.00	8.00	140.00
2022	132.00	8.00	140.00

COMMUNITY AWARENESS AND CONSIDERATION OF COLLEGE

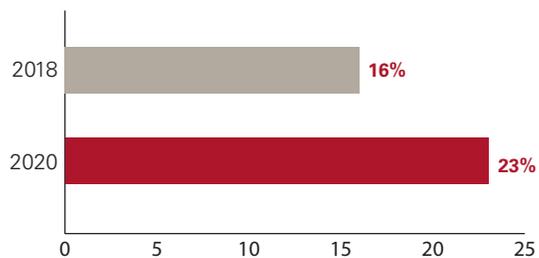
Before consideration, inquiry or enrollment, individuals must first be aware of Waubonsee Community College. Building this awareness is a top objective of the college's mass media marketing tactics -- bus ads, TV, movie theaters, billboards, radio/streaming audio, etc. Of course, it can also come from many other sources -- news stories and word of mouth (online or offline). But true awareness can be a hard thing to measure.

So in 2018, Waubonsee partnered with The Cicero Group to launch our first-ever Community Needs Assessment/Brand Pulse Survey. In this study, more than 1,300 individuals and organizations let us know if and how they perceive the college, giving us feedback on areas of strength and opportunity.

In fall 2020, the college decided to replicate that study, and the Office of Institutional Effectiveness surveyed a sample of households in the college's district to obtain information about their educational experiences and goals. The survey was administered to a sample of 22,500 households. The respondent was asked to provide 1) detailed work and educational experience about themselves, 2) educational experiences and goals for each adult household member (ages 17+), and 3) general household information.

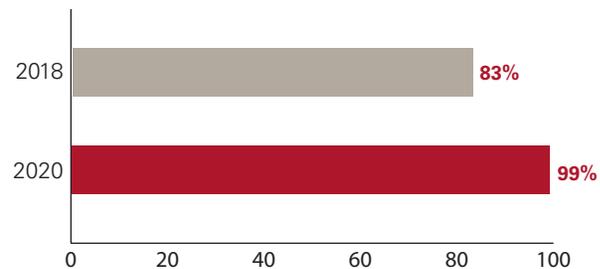
Top of Mind Awareness

Top of Mind Awareness (*percentage who name Waubonsee as one of first five schools that come to mind*)



Aided Awareness

(*From a given list of schools, those who mark Waubonsee as one they have heard of.*)



SEM – ITS MEANING AND IMPORTANCE

Strategic enrollment management (SEM) planning is an institution's efforts to identify, recruit, enroll, retain, and graduate a student body in accordance with an institution's mission and goals while also maintaining fiscal sustainability. As US higher education has had to rely more on tuition for revenue, enrollment management practices have become more critical to institutional sustainability. Strategic enrollment management planning grounds enrollment management in our mission and strategic plan, along with trends in the broader environment (Society for College and University Planning, 2021).

Strategic enrollment management planning examines broad environmental trends and analyzes how these trends affect our local communities. We will determine key SEM objectives and collaborate as a college to ensure these goals align with efforts in marketing, and communications, recruitment, student finance, teaching and learning, and related student success programs.

At Waubonsee Community College, increasing enrollment and how we recruit and retain students more effectively is important to us. We believe that enrolling students is one of the fundamental ways that we fulfill our mission to our community. On the following pages, you will see the categories that we have developed to focus on this effort. Each category has created a working team which will help with the continuous leadership of this work on an ongoing basis.



3 Major SEM Goals (to accomplish by FY 2026)

- grow new student enrollment by **6%**
- grow fall-to-fall persistence rate by **3%**
- grow FAFSA completion rate by **4.5%**

RECRUITMENT

Becoming the top choice for learning in our community begins with recruiting and enrolling new students. To achieve optimum enrollment, clear goals must be established, along with strong plans to reach them.

Key Data Points

Public High School Market Share

Percentage of public in-district high school graduates who enroll in credit courses at Waubesa the subsequent summer and/or fall semester

MOST RECENT VALUE (FALL 2021 COHORT) 20%

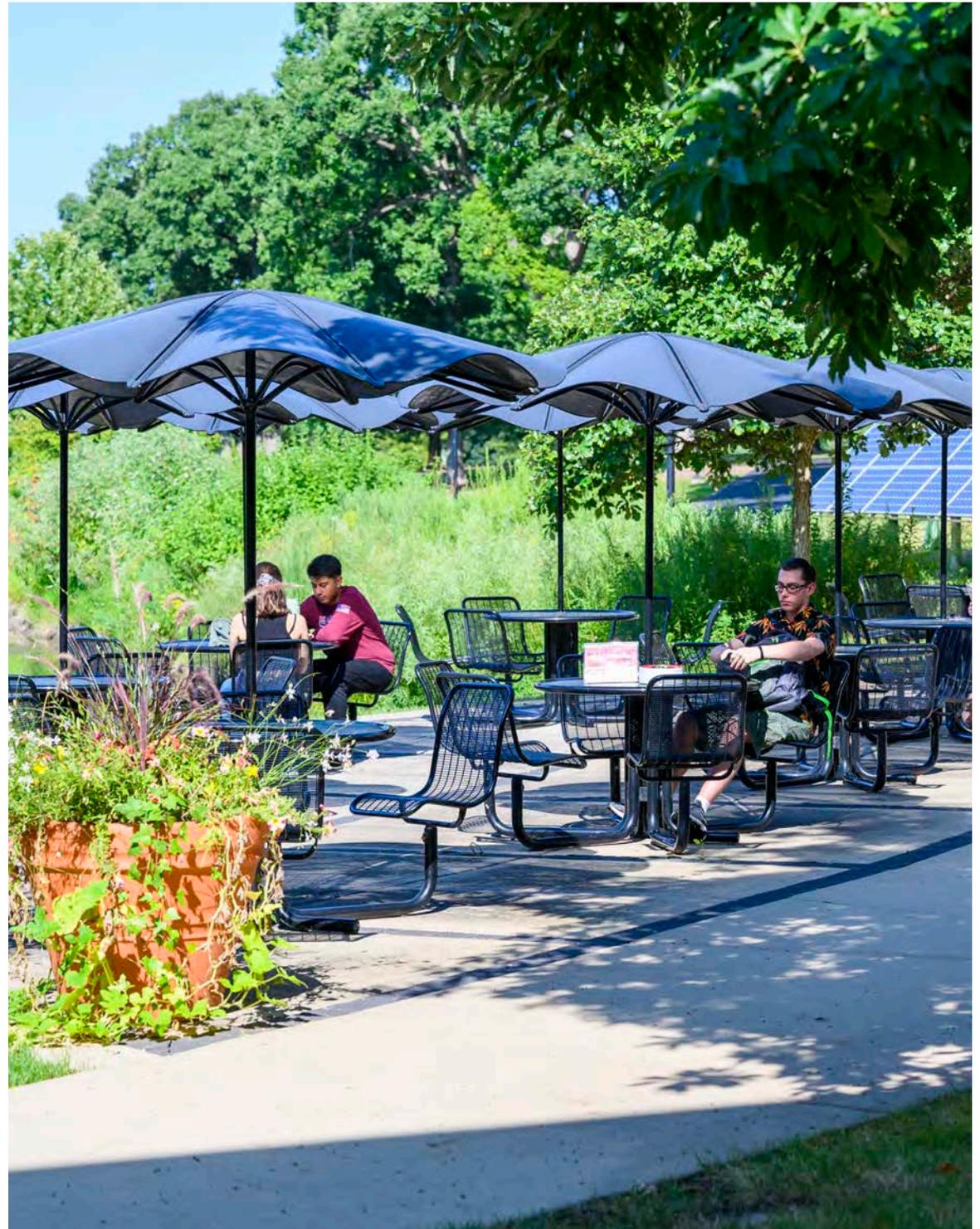
TARGET FOR FY2024 22%

ICCB Credit Market Share Headcount Per 1,000 Population

This metric is calculated by dividing the number of unduplicated credit students by the district population from the ICCB Data and Characteristics Book.

MOST RECENT VALUE (FALL 2020) 18.6%

TARGET FOR FY2024 21%



Objective - Increase Recruitment/Enrollment Among Key Populations

Mirror 6% growth by FY 2026 goal in three key populations: new Latinx, new African-American, and new adults with some college (transfer in).

Objective – Better Understand Prospective Student Needs

Use district and college data to identify prospective student wants and needs. Examine and communicate how Waubonsee does or doesn't currently meet those needs in ways that are unique from other colleges.

Objective – Strengthen the Onboarding Process for New Students

Develop new student survey and establish baseline satisfaction data. Implement efforts that move more students through each step of the enrollment process – from inquiry to registration. Continue to evaluate and strengthen the New Student Orientation event, with a focus on fostering student belonging from the start.



RETENTION

Once students start at Waubonsee, it's important they stay until they reach their educational goals. That means knowing who may have the greatest need for help and how to best provide it.

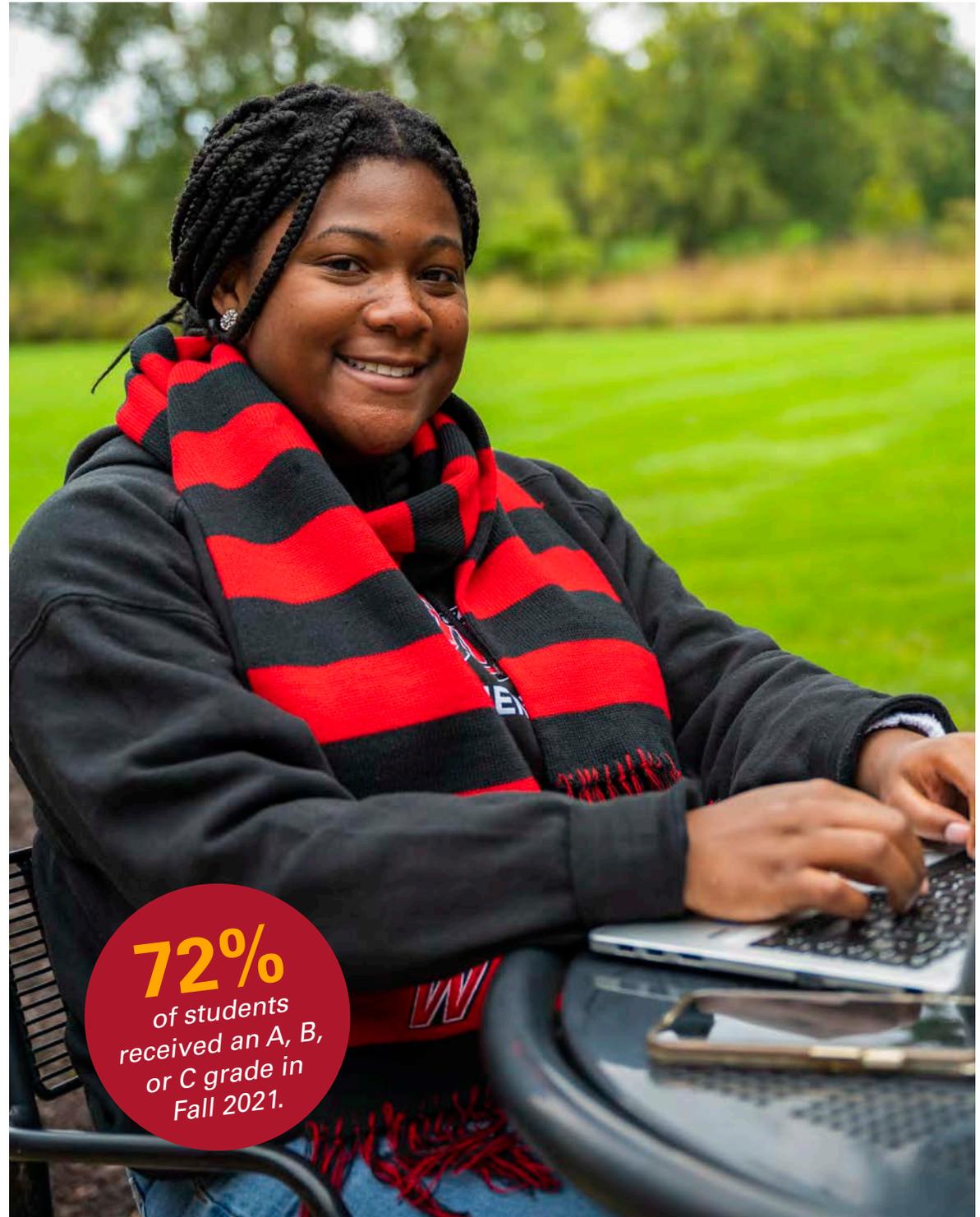
Fall-to-Fall Persistence Rate

Percentage of first-time, full-time degree-seeking credit students from a given fall semester who enroll in the subsequent fall semester based on the IPEDS Fall Enrollment Survey



Fall-to-Fall Persistence Rate (First-Time Latinx)

The percentage of first-time Hispanic/Latinx students retained from first fall to second fall semester. This metric is from the college's Title V grant



Objective – Meet Retention Goals Across Key Populations

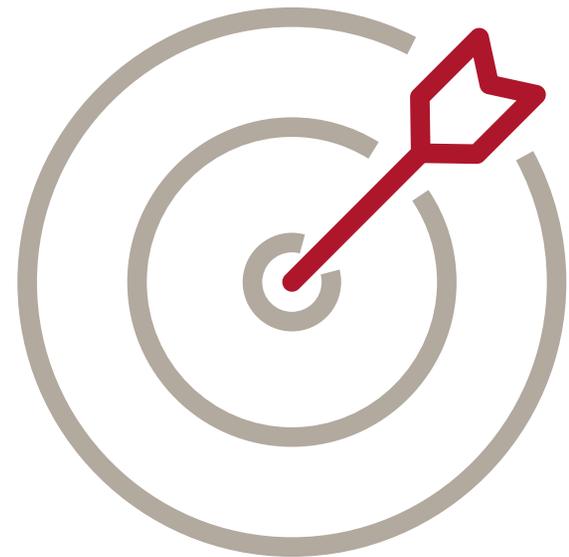
Measurable key performance indicators developed or clarified for achieving retention and completion goals. Goals shared widely, with discussions each semester to analyze outcomes and adjust plans for the next year.

Objective – Provide Personalized, Timely Support and Impactful Interventions

Utilize enrollment data and predictive analytics to identify actionable retention, persistence, and completion opportunities in real time.

Objective – Strengthen Quality of Relationship-Building, Coaching, and Support Systems

Evidence of improved student outcomes as a result of the Association of College and University Educators (ACUE) partnership and Inside Track advisor training.



STUDENT FINANCE

One of the first questions any college-going student asks themselves is – can I afford it? Waubonsee’s low tuition is a great start, but true affordability encompasses other resources and opportunities. Simplifying and centralizing these opportunities for the benefit of students and employees is also a focus.

Objective – Increase Financial Assistance for Students

Maximize Free Application for Federal Student Aid (FAFSA) completion. Develop and pilot a new Waubonsee-funded scholarship program that will bridge financial gaps for students.

Objective - Review Process for Self-Payment and Payment Plans

Analyze the data, and then establish a communication and outreach plan.

Objective - Coordinate Scholarship Processes

Streamline a student’s access to scholarships through better coordination and centralization of application and packaging processes. Increase internal efficiencies to improve a student’s access to and understanding of their financial resources.

Objective - Identify And Enhance Processes to Support Lower-Cost Textbooks Options

Continue Inclusive Access (MyMaterials) and Open Educational Resources (OER) initiatives and explore others to keep course materials as affordable as possible.

Objective - Review and Improve the Drop Policy

Extend the payment window from 48 hours to one week. Continue to review outreach and data to evaluate the change and adjust as needed.

54%

of new first-time, full-time students receive financial aid
(from IPEDS)

For the 2021-2022 academic year, the Waubonsee Community College Foundation provided 328 scholarship awards totaling over \$313,900 to 277 recipients.

94

Fall 2022 courses will offer students course materials at the lowest price through the MyMaterials (Inclusive Access) program



Average Annual Net Cost for In-District Students

The average annual total cost of attendance, including tuition and fees, books and supplies, and living expenses, minus the average grant/scholarship aid. It is calculated for all full-time, first-time, degree/certificate-seeking undergraduates who receive Title IV aid.



TEACHING AND LEARNING

To maintain Waubonsee's exceptional educational quality, the college will continue to support and develop faculty, while also making it easier for students to plan and understand the academic paths that will help them accomplish their own unique goals.

Objective - Develop Academic and Career Pathways, Providing Course Schedules and Advising that Serve as Roadmaps for Students' Timely Completion

Based on academic and career pathways, develop sample Fall 2024 and Spring 2025 schedules with Guaranteed to Run (G2R) courses by the end of March 2024. Begin building processes to make it possible for all students to register for a full academic year for AY 2024-2025.

Objective - Provide accessible, targeted academic support that is responsive to individual student needs.

Increase the transition of adult education and developmental education students to credit courses, and grow student completion of courses with online navigators by 5%.

Objective - Provide faculty development to support quality instruction in the classroom, online, and in flexible or hybrid learning environments.

Close equity gaps in flex, hybrid, and online courses. Increase student persistence (lower rate of D or F grades or withdrawals) and success (final grade of C or better) in these courses.





Waubonsee does not discriminate on the basis of any individual's actual or perceived race, color, creed, religion, gender, gender identity, sex, sexual orientation, age, national origin, ancestry, veteran's status, military status, unfavorable discharge from military service, marital status, order of protection status, pregnancy, disability, citizenship status or any other characteristic protected by law in its programs or activities. Inquiries regarding this policy may be directed to: Michele Needham, Title IX/ADA/Section 504 Coordinator, Route 47 at Waubonsee Drive, Sugar Grove, IL 60554, compliance@waubonsee.edu.