



Strategic Enrollment Management Plan

Three-Year Plan: FY19-FY21

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Introduction

Bunker Hill Community College Strategic Enrollment Management (SEM) Plan supports the Mission, Vision and Values of the College. The SEM Plan aligns with the Strategic Plan focusing on the recruitment and retention of students.

Bunker Community College Mission, Vision and Values

Mission

Bunker Hill Community College serves as an educational and economic asset for the Commonwealth of Massachusetts by offering associate degrees and certificate programs that prepare students for further education and fulfilling careers. Our students reflect our diverse local and global community, and the College integrates the strengths of many cultures, age groups, lifestyles and learning styles into the life of the institution. The College provides inclusive and affordable access to higher education, supports the success of all students, and forges vibrant partnerships and pathways with educational institutions, community organizations, and local businesses and industries.

Vision

Bunker Hill Community College empowers and inspires students, faculty, and staff diverse in identities, experiences and ideas to make meaningful contributions to our local and global communities. The College embodies a spirit of inquiry, critical thought, inclusive excellence, and lifelong learning.

Values

Bunker Hill Community College Trustees, Faculty, Staff and Students embody the highest academic and institutional integrity through their commitment to:

Access and Success

Excellence and Innovation

Economic and Social Justice

Inclusiveness and Equity

Civic Engagement and Service

Kindness and Respect

Accountability and Transparency

Bunker Hill Community College Goals

Goal 1: Foster Student Success

Promote data-informed, high impact innovations in teaching, learning and student development that lead to increased rates of engagement, persistence.

Goal 2: Strengthen Career, Transfer and Workforce Readiness

Prepare students for fulfilling 21st century careers that meet Greater Boston's workforce needs through credentialed, non-credit, stackable and transferable programs.

Goal 3: Advance Diversity, Inclusion and Equity

Advance diversity, inclusion, and equity in all areas of the College and integrate the cultural wealth of our students, faculty, staff and communities into the life of the institution.

Goal 4: Build Partnerships and Pathways

Foster reciprocal, sustainable relationships with civic, educational, and community partners to increase access, promote college readiness, and facilitate seamless pathways to post-secondary study.

Goal 5: Develop the College's Infrastructure

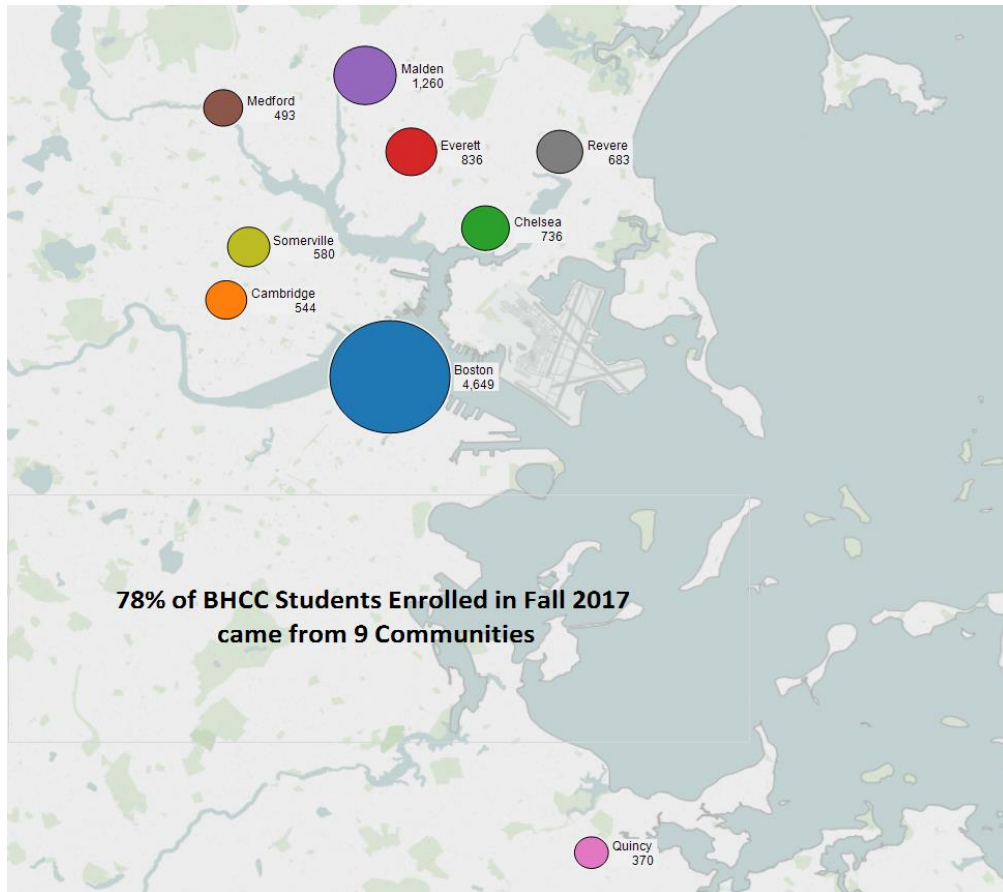
Develop the College's capacity to support student success through learner-centered facilities, strategic communication, enhanced information technology, and fiscal stewardship.

About BHCC Students

Bunker Hill Community College serves the greater Boston Community, with 78% of students from nine local communities, including four Gateway Cities: Chelsea, Everett, Malden, and Revere. The map below represents the top nine communities where students reside.

The BHCC student body is one of the most diverse colleges in Massachusetts. Approximately 64 percent of BHCC students are people of color and more than 57 percent are women. There are 995 international students who come from 100 countries and speak more than 75 languages.

Fall 2017 Enrollments from 9 draw communities



Fall 2017 Student Profile

The College enrolled 12,999 students for the fall 2017 semester. According to the fall 2017 enrollment report, the student body is comprised of the following members:

Part time	8,479	65%
Full time (12+ credits)	<u>4,520</u>	35%
Total	12,999	

Average Age 26

Gender	Women	7,392	57%
	Men	5,429	42%

Race/Ethnicity

American Indian or Alaskan Native	46	<1%
Asian	1,400	11%
Black or African American	3,076	24%
Cape Verdean	152	1%
Hispanic/Latino of any Race	3,235	25%
Native Hawaiian or Other Pacific Islander	15	<1%
Race/Ethnicity Unknown	1,271	10%
Two or More Races	420	3%
White	2,683	21%
Students of Color	8,343	64%

995 International Students

Home Countries 100

Enrollment Data

Census-to-Census*	Fall 2016	Fall 2017	Change
Full Time Equivalent (FTE = 15 credits)	7,539.5	7,503	-0.38%
Headcount (HC)	13,324	12,999	-2.52%

* 2016 census date was 10/15/2016; 2017 census date was 9/12/2017

Enrollment at MA Community Colleges for fall 2017 changed by -4.8% over the previous year according to the DHE Report: 2017 Enrollment at Massachusetts Public Colleges & Universities—Trends, Challenges & Opportunities. According to National Clearinghouse, enrollment for community colleges nationally changed by -1-7%.

Fall 2017 Total Acceptances: 9,684

First-time	Transfer	Readmit/Reactivates
5,992	1,078	2,614

Fall 2017 New Student Enrollment: 4,912

First-time	Transfer	Readmit/Reactivates
3,142	597	1,173

Overall Yield Rate 50.7% National Yield Rate 44% Source: EAB

College-Wide Fall to Fall Retention Data Degree & Certificate Seeking Students

Fall to Fall	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Retention (all students Fall-Fall)	62.0%	62.0%	60.7%	60.6%	59.8%
Retention (new students Fall-Fall)	58.6%	60.2%	57.9%	58.9%	60.6%

National overall retention rate fall 15 to fall 16 was 49.1% Source: National Clearinghouse – Two-Year Public

College-Wide Fall to Spring Persistence Data Degree & Certificate Seeking Students

Fall to Spring	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Persistence (all students Fall-Spring)	80.5%	80.10%	79.8%	79.3%	78.7%	74.2%
Persistence (new students Fall-Spring)	81.0%	82.0%	80.6%	80.0%	79.3%	75.9%

National overall persistence rate for Fall 15 to spring 16 was 62.7% Source: National Clearinghouse – Two-Year Public

BHCC's Strengths, Challenges, Opportunities and Threats

The chart below represents the College's strengths, challenges, opportunities and threats.

<p>Strengths</p> <ul style="list-style-type: none"> • Affordable • Accelerated Developmental Education • Dual Enrollment – High School Partnerships • General Education Redesign • GPA Placement Project • Leader College awarded from Achieving the Dream(ATD) • Learning Community Seminar and Clusters • Location and Program offerings • OER Initiative • Student Centeredness: Creation of Student Central, and integration with Admissions, LifeMap and Student Central • The Center for Cultural Wealth and Equity 	<p>Challenges</p> <ul style="list-style-type: none"> • Cumbersome processes for students • Declining Enrollment • Deficient standardized data reporting • Lack of infrastructure –including physical, financial and technology • Students unfamiliar with college jargon • Unclear roles and responsibilities
<p>Opportunities</p> <ul style="list-style-type: none"> • Articulation agreements with four-year institutions and high schools • ATD best practices, assessment and research • Curricular alignment with K-12 and CBO's • DHE statewide initiatives • Purchasing and implementing a communication texting tool • Workforce needs and program alignment for emerging industries to attract adult learners • Year Round Pell 	<p>Threats</p> <ul style="list-style-type: none"> • Decrease in state support • Higher Education Act Reauthorization • Heightened competition • Political landscape • Shrinking high school population

Projected Enrollment FY19-FY21*

Projected Enrollment FY 19-FY21	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021
Total HC	12,999	12,320	13,129	12,443	13,260	12,567
Total FTE	7,503	6,955	7,578	7,025	7,654	7,095
New Students**	4,912	3,078	4,961	3,109	5,010	3,140

*Projected total HC/FTE enrollment for FY 19 flat and FY20 and FY 21 reach goals of 1%

(FY19: fall 18 & spring 19, FY20: fall 19 & spring 2020)

BHCC budget for FY19 based on being 3% down

**New includes, new 1st-time, transfer and readmits/reactivates



BHCC Enrollment Goals and Strategies FY19-FY21

The following goals and strategies have been developed to improve enrollment and retention, and to support the College's goals.

Enrollment (E): Maintain and/or improve enrollment per semester

- Fall 2018 FTE remain flat at 7503; (Reach Goal)
- Spring 2019 FTE remain flat at 6,995; (Reach Goal)
- FY20 remain flat; Reach Goal 1% increase
- FY21, remain flat; Reach Goal 1% increase

Guest Students (GS): Streamline the registration process for summer guest students

New Student (NS): Increase enrollment per semester for accepted students

- Reach goal - Increase by 1 % with a focus on attracting and enrolling adult learners

Persistence (P): Fall to Spring persistence

- Increase by 1% for all students for FY19 with a reach goal of 2% in FY20-FY21

Retention (R): Fall to Fall retention

- Maintain the 59.8% for all students and 60.6% for new students with a reach goal of a 1% increase FY20-FY21

Strategies

Strategy	Target Population(s)	Aligns with Enrollment Goals: E, GS, NS, P, R College Goals: 1, 2,3, 4, 5	Measurement(s) and Timeline (complete)	Lead(s)
Create a viewbook and video for prospective students	Prospective students – traditional and adult learners	E, NS, 1	Viewbook, Inquiry/APP data spring 2018 for fall 2018	Executive Director of IMC and team, Admissions team
Implement HS self-certification to decrease incomplete APPs and increase yield	New students – adult learners	E, NS,1	Enrollment data/Yield spring 2018 for fall 2018 & spring 2019	Director of Admissions
Hold 2 on campus (recruitment events for adult learners	Prospective students – adult learners	E, NS, 1	Inquiry/APP data, 2 events Annually – spring/summer	Director of Admissions and team
Offer Apply Now sessions at least 5 feeder high schools (BPS)	Prospective students - traditional HS	E, NS,1	App/enrollment data, 5 Apply Now Sessions, Annually – spring	Director of Admissions and team
Create an online registration form and process for guest students	Guest students	E, GS,2	Guest student Enrollment data, registration form spring 2018 summer 2018	Associate Dean/.Registrar, Executive Director of IMC, Dean Enrollment Management/LifeMap
Continue to foster a student-centered culture by having monthly meetings/trainings with key areas	Prospective, new and current students	E, NS,P,R, 1,2,3	Enrollment data, Scheduled monthly meetings/trainings spring 2018 - ongoing	Directors: Admissions, Advising, Student Central, Associate/Registrar, Exec. Director Fin Services, Dean of Enrollment Management/LifeMap. Associate Dean of Advising/LifeMap and Assessment

Strategies

Strategy	Target Population(s)	Aligns with Enrollment Goals: E, GS, NS, P, R College Goals: 1, 2,3, 4, 5	Measurement(s) and Timeline	Lead(s)
Create a cross-functional integrated student support redesign team and implement phase 1	New and current students	E, NS, P, R, 1,2,3	Enrollment, Persistence data, Graduation Survey Complete Phase 1, summer 2018	Director of Learning Communities, Director of Advising and team, Associate Dean Advising/Life Map and Assessment
Streamline Advising & Registration for fall 2018	New and readmit/reactivated students	E, NS, P, 1	Enrollment, Persistence data Summer 2018	Director of Advising and team
Continue to develop partnerships with four-year institutions for seamless pathways for students	Current students	E, P, R, 2	Articulation Agreements, Enrollment, Persistence and Retention data, Satisfaction (CCSSE) fall 2018, ongoing	Academic Deans, Associate Dean Advising/Life Map and Assessment, Academic Coordinator Enrollment/LifeMap
Cross-functional student support redesign team Implements phase 2	New and current students	E, NS, P, R, 1,2,3	Enrollment, Persistence and Retention data Complete Phase 2, fall 2018	Director of Learning Communities, Director of Advising and team, faculty, Associate Dean Advising/Life Map and Assessment
Continue to foster partnerships with community-based organizations	Adult learners	E, NS, 1,2,4	Enrollment data, increased partnerships fall 2018, ongoing	Dean of Academic Support Services & College Pathways Programs, Director of Community-Based Initiatives
Continue to build partnerships and pathways with feeder high schools	High school students	E, NS, 1,2,4	Enrollment data, MOA, Articulation agreements fall 2018, ongoing	Dean of Academic Support Services & College Pathways Programs, Director of HS Partnerships & Pathways
Revise policies and procedures impacting students	New and current students	Meets all goals	Enrollment, Persistence and Retention data fall 2018, ongoing	Associate Provost, Charlestown, Associate Dean/Registrar, Academic Deans, Dean of Enrollment Management/LifeMap, Associate Dean of Academic Affairs, Associate Dean of Advising/LifeMap and Assessment, Director of Admissions, Exec. Director of Financial Services

Strategy	Target Population(s)	Aligns with Enrollment Goals: E, GS, NS, P, R College Goals: 1, 2,3, 4, 5	Measurement(s) and Timeline	Lead(s)
Implement Transferology	New and current students	E, NS, P, R, 1,2,4,5	Enrollment, Persistence and Retention data, Student Satisfaction (CCSSE) fall 2018	Associate Provost, Charlestown, Academic Deans, Registrar/Associate Dean
LCS/PS/AANAPISI Success Coaching - strengthen, coach/faculty relationships	New and current students	E,NS,P,R,1,3	Persistence and Retention data, fall 2018, ongoing	Director of Learning Communities, Director Advising and team, Associate Dean of Advising/LifeMap and Assessment
Implement authenticated online forms	New and current students	E,NS, GS, 1,	Enrollment data, Persistence and Retention data, spring 2019	CIO, Registrar/Associate Dean, Director of Financial Aid

The SEM Committee will track and access goals and strategies per semester. The Committee will adjust strategies as needed to stay nimble with internal and external factors impacting enrollment.

03/22/19