

Enrollment Development ACTION PLAN

Annual Strategic Priority: Enrollment Development

Strategic Plan 2013-15 Goal: *Enhance access, support, and opportunities that meet the needs of diverse and changing populations*

Overall Goal: *to substantially increase student success while maintaining access and quality through the implementation of Early efforts focused on short-term solutions that would yield the greatest initial impact*

Objectives <i>What are we seeking to achieve?</i>	Action <i>How will we achieve each objective?</i>	Input Needed <i>Who do we need information/advice from?</i>	Action Leaders <i>Who is accountable for progress?</i>	Time Frame <i>By when do we need to complete assigned strategies?</i>	Success Criteria <i>How will we measure success?</i>	Resources <i>What resources will be needed?</i>
<p>Design and implement Short-Term Program Marketing</p> <p>to intentionally inform the community of life-enhancing learning opportunities provided by FCC. (To help streamline the path to FCC.)</p> <p>(programs are grouped in bundles by academic areas that have common or related content.)</p>	<p>-identify programs of excellence, community interests, and industry need and those of promising potential and provide aligning rationale for each</p> <p>-identify the mediums and vehicles that will be used to promote</p> <p>-Submit request to marketing</p> <p><i>Items Completed:</i></p> <p>- Identified 25 degree and certificate programs to promote using career coach and other local industry needs data.</p> <p><i>Next Steps:</i></p> <p>-Assign practical medium and vehicle for each academic bundle</p> <p>-Create an aligned integrated action plan with</p>	<p>-IE & Learning AVPs</p> <p>-Marketing & Communications</p> <p>-Learning Support</p>	<p>- Jennifer Kline</p> <p>- Jacob Ashby</p> <p>-David Croghan</p> <p>-Karen Wilson</p> <p>-Marty Crabbs</p> <p>-Alanka Brown</p>	<p>-Programs: mid-Nov ✓</p> <p>-Mediums & Vehicles – mid Nov (broad) ✓</p> <p>-Mediums & Vehicles – early Dec (specific)</p>	<p>-A completed list of programs and services in one document</p> <p>-Direct enrollment impact (on program areas)</p> <p>-Visual campus impact</p> <p>-web analytics</p>	<p>-Marketing & Communications staff</p> <p>-IT staff</p> <p>-Data on Workforce Needs & College Programming Capacity</p> <p>-Funding for development & advertising of marketing materials (print & electronic)</p>

	<p>specified resources</p> <ul style="list-style-type: none"> -Consult with marketing/communications personnel to schedule material development and implementation. 					
<p>Expand Course Offerings for Accelerated Programming</p> <p>to increase access to FCC and reduce the amount of time it takes to earn a postsecondary degree or credential.</p>	<ul style="list-style-type: none"> -Build a schedule around programs for Spring 2015 implementation -Maximize course start times <p><i>Items Completed:</i></p> <ul style="list-style-type: none"> -Conducted various meetings with department chairs to address new schedule planning and ensure implementation for Spring 2015. <p>-The Spring 2015 is currently being built with a host of dev ed and gen ed courses and conducive course start times</p> <p><i>Next Steps:</i></p> <ul style="list-style-type: none"> -Review & Finalize Spring Schedule to ensure that course needs and course times meet the needs of adult learners. 	<ul style="list-style-type: none"> -Department Chairs -Program Managers -Exe Dir. Learning Operations -Registrar/Exec. Director -Deans -Communications Coordinator 	<ul style="list-style-type: none"> -Alanka Brown -Jerry Boyd -Karen Wilson 	<p><u>Spring 2015</u></p> <ul style="list-style-type: none"> - In Sept 2014 work with Dept. Chairs on establishing a course building culture that is Adult Learner friendly. ✓ -Mid October final schedule draft for accelerated sessions were published ✓ <p><u>Fall 2015</u></p> <ul style="list-style-type: none"> -By Oct 31st implement refresher scheduling sessions with Dept. Chairs -Late Mar/Early April final schedule draft for accelerated sessions will be published 	<ul style="list-style-type: none"> -the number of actual dev. ed. & gen. ed courses across multiple timeframes -the number of short-term program packages 	<ul style="list-style-type: none"> -Campus Space -Faculty & Advisor Training

<p>Reassess the FCC Intake Process to include a seamless system that addresses the needs of Adult Learners through a better integration of academic and support services that support the overall student experience</p> <p>(We are taking a firm look at how we support or under support our students during the onboarding process.)</p> <p>(Are we doing the best that we can to help students enter FCC and become acclimated with the institution?)</p>	<p>-Identify and incorporate vital components used in the “New Beginnings” Intake model to enhance the college’s current model Identify resources/staffing needs -Map process based on multiple points of entry -Full Implementation prior to Fall registration -Compile recommendations for improvement -develop a fleshed out diagram of the process</p> <p><i>Next Steps:</i> -Review the current intake practice and identify successes and growth edges. -Collaborate with all involved parties to collectively design a improved intake model.</p>	<p>-EM Directors (Admissions, Registration & Records, FA) -SD Directors (Athletics, MSS, DSS, Adult Services, Student Engagement, Counseling & Advising, Career & Transfer) -Testing Center Director -Bursar/Finance Director -Bookstore Managers</p>	<p>-Laura Mears -Jeanni Winston-Muir -Alanka Brown</p>	<p>-Mid Nov: Debriefing dialogue with all stakeholders.</p> <p>-Feb/Mar 2015: Full Implementation</p>	<p>- # of students that start vs. finish (matriculation) - Completed revised framework that is memorialized via a diagram visual</p>	<p>-Learning Support & Learning collaborative manpower -Staff Training -Possible funding for additional functions and/or services to be included in the intake process</p>
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<p>Develop a College-wide Glossary of Terms to achieve consistent communication that supports the needs of a diverse learning environment.</p>	<ul style="list-style-type: none"> -Collect pre-existing glossaries -Develop College-wide format (i.e., definitions, categories, etc.) -identify glossary locations <p><i>Items Completed:</i></p> <ul style="list-style-type: none"> - Located and compiled pre-existing glossaries to form a standard document. -Developed a 16 page rough draft of commonly used college terms with both staff and student definitions to simplify communication <p><i>Next Steps:</i></p> <ul style="list-style-type: none"> -Consolidate like terms and meanings and input general language that reflects FCC’s student success culture. -Design formatting for final draft -Put final draft through the college’s vetting process -Schedule for inclusion in identified mediums 	<p>-All departments</p>	<ul style="list-style-type: none"> -Jeanni Winston-Muir -Tricia Griffis -Marie Staley -Alanka Brown 	<ul style="list-style-type: none"> -Pre-existing info by Nov 3rd ✓ -Rough draft Nov 4th ✓ -Final Version Dec 2nd 	<ul style="list-style-type: none"> -The completed document that is available college-wide through various mediums: <ul style="list-style-type: none"> a. FCC Website b. FCC Catalog 	<ul style="list-style-type: none"> -Identified staff for document management & maintenance
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ED MARKETING ACTION PLAN

Annual Strategic Priority: Enrollment Development

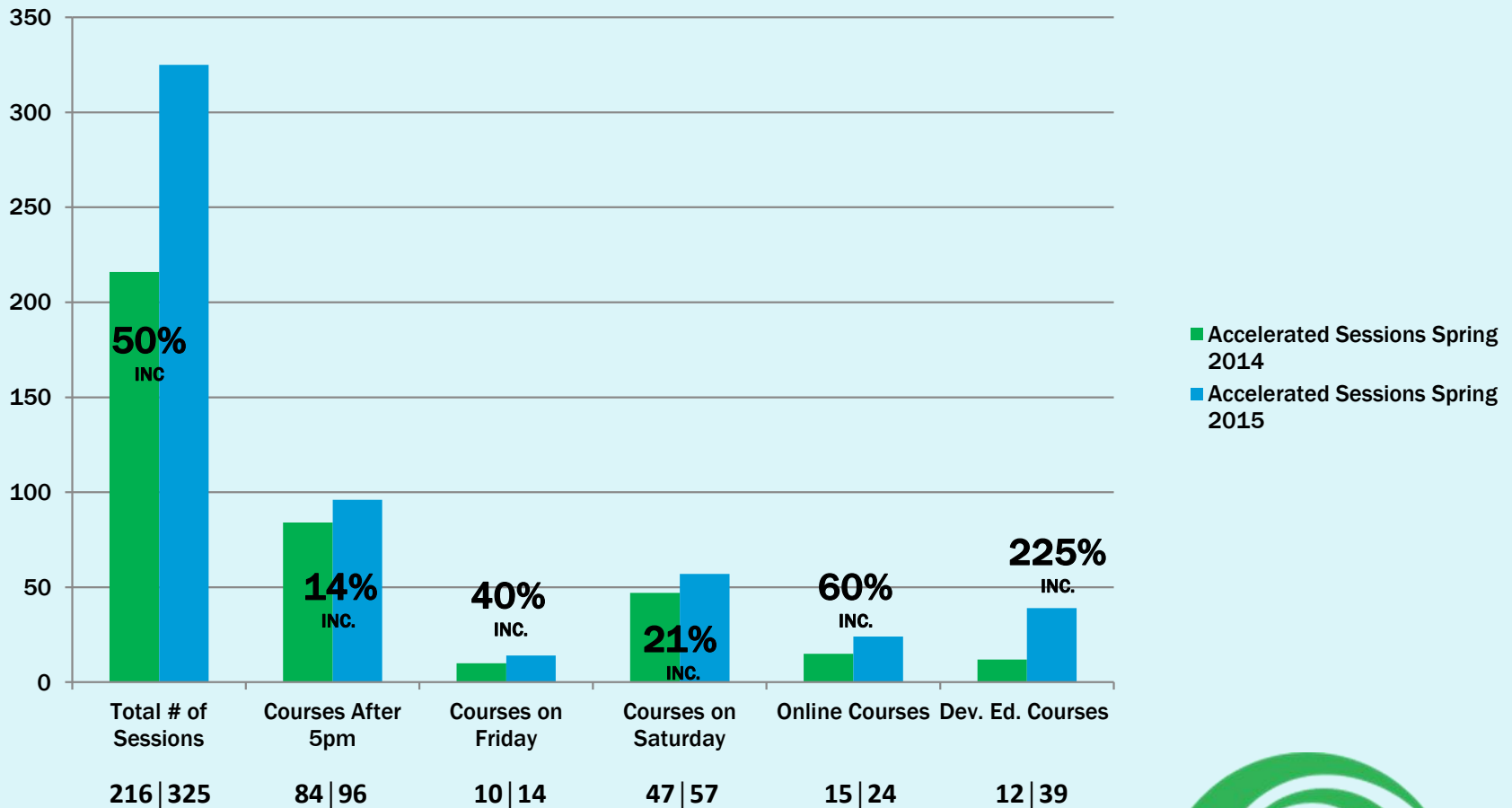
Strategic Plan 2013-15 Goal: *Enhance access, support, and opportunities that meet the needs of diverse and changing populations*

Marketing Plan	Programs	Justification	Medium / Marketing	Resources	Results
Mount Airy Advertising Campaign	Bioprocessing and Respiratory Care	These are both career programs with job opportunities in the local area and a unique location for instruction.	Incorporate Mount Airy programs and location into below Medical Career marketing messages – as here’s yet another way we offer higher education opportunities - “FCC fits your life.”		Increased Enrollment
Medical Career Campaign	Medical Assisting, Surgical Technology, Nuclear Medicine, CNA, Phlebotomy, Pharmacy Technology	<p>Medical careers will continue to increase with the aging of the baby boomer population.</p> <p>Frederick features a high concentration of health care service providers equating to an increasing number of job opportunities.</p>	<p>Accurately define target market & use demographic data to effectively produce and carry out the following:</p> <p><u>Print Materials</u> -- Professional branding, program tagline, compelling message featuring outcomes & call to action</p> <p><u>Material Distribution</u> -- On & off campus (student, local & community events), targeted direct mail and applicable drop points (workforce services etc.) in the county</p> <p><u>Print & Radio Advertising</u> -- Targeted, consistent and effective messages in vehicles with measurable results.</p> <p><u>Digital Marketing Campaign</u> -- Featuring program look, content, employ target landing pages to capture leads – ensure compatibility for <u>all</u> devices, starting with mobile</p> <p><u>Social Media Campaign</u> -- Invest in smart social advertising - employ the right platforms to reach our target audience & actively engage with potential students</p> <p><u>Employ Content Marketing</u> -- “A technique of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action.” Source: http://contentmarketinginstitute.com/what-is-content-marketing</p>	<p>For All Programs</p> <p>\$25k to include print collateral as well as digital, print & radio advertising</p>	<p>Student Inquiries and Engagement</p> <p>Admissions Data and Analysis</p>

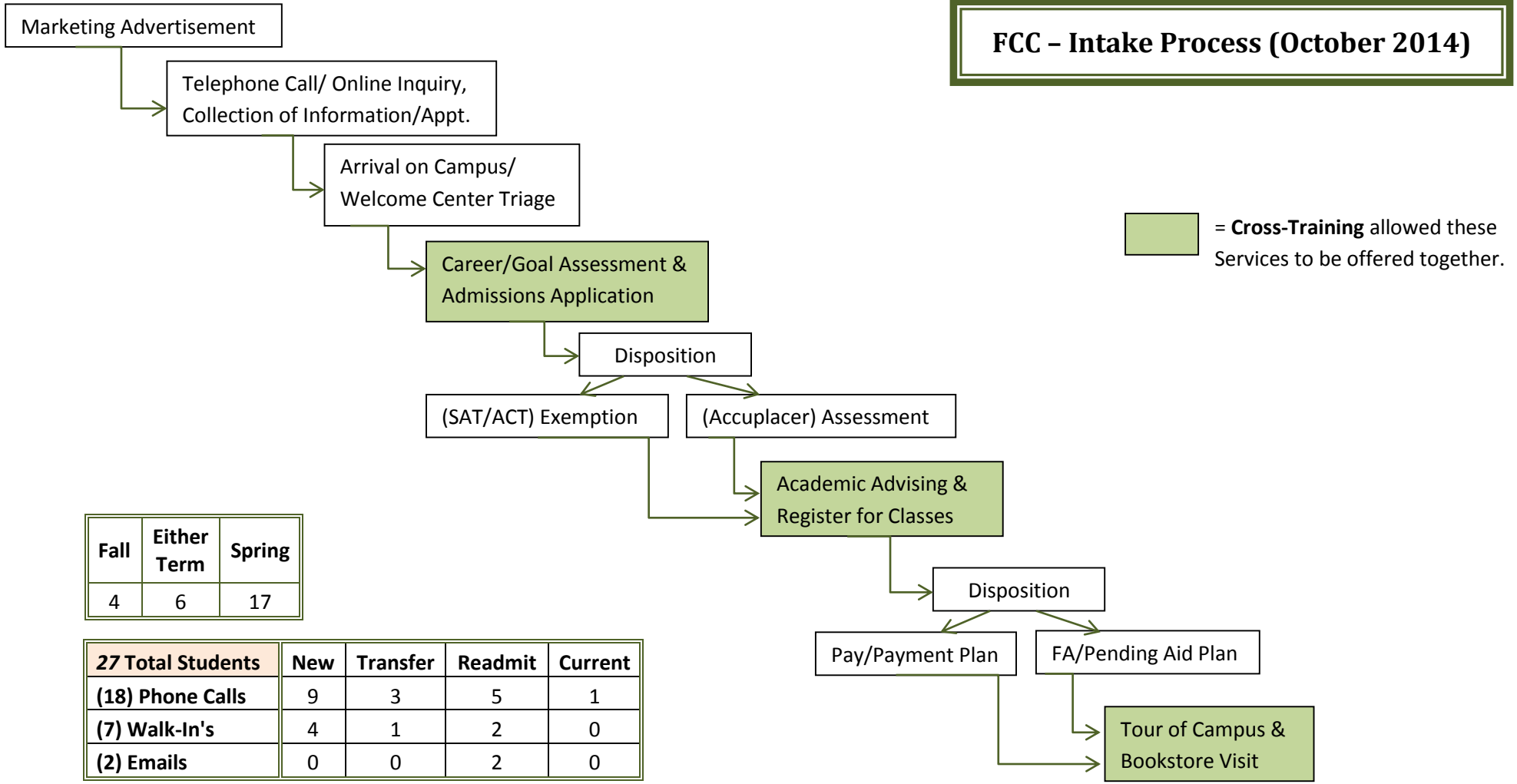
<p>Technology Campaign</p>	<p>Digital Media Design, Computer Science, Cyber Security, Architectural Computer Aided Design Recording Certificate</p>	<p>Careers in technology are available in the area. Additionally, will allow us to highlight our new cyber security program.</p>	<p><u>Frederick.edu</u> -- Ensure FCC’s website responds to searches, re-sizes accordingly to device, reflects brand and captures lead data while providing a clear path to and through enrollment and student services:</p> <p>“For increasingly tech-savvy students, college and university websites are often the primary point of interaction and surveys show that the website experience can make or break a prospective student’s consideration of a school. Quality content is more important than ever to engage website viewers and increase search engine recognition.”</p> <p>Source: http://www.eduniverse.org/year-higher-education-marketing-trends-2013</p> <p>FCC Marketing Segment according to program - or - market the college as a whole, offering “in-demand” education and highlighting “top programs” in an all-encompassing message.</p>	<p>For All Programs</p> <p>\$25k to include print collateral as well as digital, print & radio advertising</p>	<p>Increased Enrollment</p> <p>Student Inquiries and Engagement</p> <p>Admissions Data and Analysis</p>
<p>Business Campaign</p>	<p>Jobs available. Highlight new short term business certificates. 100% online certified program.</p>	<p>Jobs available. Highlight new short term business certificates.</p>			
<p>Education Campaign</p>	<p>Education Degrees (Multiple) and Early Childhood Development</p>	<p>Jobs in the area. High job security and salary upon completion. Transfer articulation.</p>			
<p>Personal Training Campaign</p>	<p>Personal Training Certificate</p>	<p>Low initial educational requirements. High compensation in job market.</p>			
<p>Culinary Campaign</p>	<p>Culinary Degree and Certificate</p>	<p>Low initial investment. Jobs in area. Highlight unique facility.</p>			

ACCELERATED PROGRAMMING (DATA SNAPSHOT)

“ENABLING QUICKER ACCESS TO JOBS & FURTHER EDUCATION”



FCC - Intake Process (October 2014)



Fall	Either Term	Spring
4	6	17

27 Total Students	New	Transfer	Readmit	Current
(18) Phone Calls	9	3	5	1
(7) Walk-In's	4	1	2	0
(2) Emails	0	0	2	0

ACTION PLAN

Annual Strategic Priority: Adult Learner and Changing Populations

Strategic Plan 2013-15 Goal: *Enhance access, support, and opportunities that meet the needs of diverse and changing populations*

Objectives <i>What are we seeking to achieve?</i>	Action <i>How will we achieve each objective?</i>	Input Needed <i>Who do we need information/advice from?</i>	Action Leaders <i>Who is accountable for progress?</i>	Time Frame <i>By when do we need to complete assigned strategies?</i>	Success Criteria <i>How will we measure success?</i>	Resources <i>What resources will be needed?</i>
<p>Interviews with Community Based Organizations serving Adult Learners and Changing Populations in Frederick County</p> <p>Purpose: Establish or re-establish relationships with Frederick County organizations and develop deeper relationships to (1) positively impact community perception of institution and (2) positively impact enrollment.</p>	<ol style="list-style-type: none"> 1. Identify community agencies – 5 to start <ol style="list-style-type: none"> a. Centro Hispano b. Asian American Center c. NAACP of Frederick d. Fort Detrick Education Office e. Housing Authority 2. Develop interview questions 3. Look at Mike’s List of non-profits 4. Check with Gohar for FCC representatives on community boards/agency participation 5. Schedule Interviews 6. Establish reporting method 	<p>Gohar Farahani Mike Pritchard</p>	<p>Kim Duncan Lisa Freel Patricia Meyer</p>	<p>Groups identified week of November 10th</p> <p>Begin Interviews week of November 17th</p> <p>Report back to group by December 9th</p>	<p>Development of Action Items to improve community relationships and increase access to services/programs/courses for the adult learners and changing populations in Frederick County.</p> <p>Action Items to Date:</p> <ol style="list-style-type: none"> 1. FCC Adult Education will complete math assessments on 8 students currently enrolled in MA81 and determine eligibility to run a grant funded basic life skills math refresher class on site at the Housing Authority 2. FCC Adult Education will invite ESL Volunteers from the Asian American Center to participate in Professional Development sessions beginning immediately 	<p>None</p>

					<ol style="list-style-type: none"> 3. Americorps Members from the Asian American Center will provide health information sessions to ESL classes at Monroe Center during the next class cycle beginning the week of December 8th 4. Asian American Center will host Orientation sessions for ESL classes starting in January 	
<p>Update and Translate Outreach Materials</p> <p>Purpose: Communicate Frederick Community College Message in various languages to encourage an inclusive learning environment.</p>	<ol style="list-style-type: none"> 1. Identify department representatives 2. Identify 10 top FCC materials for translation 3. Update materials to be culturally responsive 4. Identify languages for translation 5. Submit materials to third party vendor for translation 6. Facilitate focus groups involving students, faculty and community agencies to provide feedback on new materials 7. Modify materials as indicated by focus groups 8. Print materials 9. Identify agencies for distribution (work with team from above) 	<p>Lisa Freel, Admissions Michelle Wichman, Adult Ed Dana Crespo, Publications</p>	<p>Mike Pritchard Lisa Sheirer</p>	<p>Initial meeting with team week of November 10th – identify documents and languages</p> <p>materials ready in December</p>	<p>Materials available for changing populations of Frederick County.</p>	<p>Financial Resource – cost of sending materials to third party vendor for translation, printing costs, any additional marketing strategy expenses</p>

<p>Emergency Funds</p> <p>Purpose: Create emergency fund program for students to positively impact student persistence and completion</p>	<ol style="list-style-type: none"> 1. Hold strategic planning session with Foundation staff with key Learning support staff 2. Develop plan identifying for the role of the Foundation Office plays in supporting this annual strategic goal 	<p>Financial Aid Foundation</p>	<p>Jane Beatty Kim Duncan</p>	<p>Focus in December and January</p>	<p>Institution of an emergency funds program at FCC to support students in need.</p>	<p>TBD by group</p>
<p>Book Scholarships</p> <p>Purpose: Expand availability of book scholarships to meet the needs of all students</p>	<ol style="list-style-type: none"> 1. Examine current system 2. Look for immediate ways to expand 3. Market information across the board to all students 4. Engage foundation for funding opportunities 	<p>Financial Aid Adult Services Foundation</p>	<p>Jane Beatty Kim Duncan</p>	<p>Focus in December and January</p>	<p>Promotion of the availability of book funds to all students in need.</p>	<p>TBD by group</p>
<p>Online Chat Component</p> <p>Purpose: Provide online chat to current and prospective students to answer FAQ's from multiple departments.</p>	<ol style="list-style-type: none"> 1. Review Online Chat already developed – demo 11/11/14 2. Define components included in chat 3. Determine which areas are included and/or impacted by chat 4. Determine ability to implement with current website 5. Obtain necessary 	<p>Sandra Marshall (developed for previous website) Wayne Keller Enrollment Management Call Center</p>	<p>Mike Pritchard Janice Brown</p>	<p>Demo by November 15th</p> <p>Recommendations to SAT December 9th</p>	<p>Implementation of online chat providing instantaneous response to student questions during scheduled hours, as well as auto response to FAQ's during non-operational hours.</p>	<p>Training Potential staffing needs Technology Support Potential software costs (may be open source)</p>

	financial and human resources to implement					
<p>Online Orientation for Adults</p> <p>Purpose: Provide students with welcome info as well as support services available to all students.</p>	<ol style="list-style-type: none"> Review previous version of Online Orientation (removed 1.5 years ago) Update information Begin implementation 	<p>Jen Moxley Natasha Cleveland Learning Support CTL IT</p>	<p>Rachel Nachlas Jane Beatty Diane Branson Marketing – Charles Pham scripting and video components</p>	<p>November – review previous version</p>	<p>Implementation of online orientation.</p>	<p>TBD with Action Leader and sub-group</p>
<p>Mapping Hours of Access across campuses</p> <p>Purpose: Identify availability of all services and amenities across campuses to ensure equal access for all students regardless of class schedule</p>	<ol style="list-style-type: none"> Map hours for the following at Main campus: <ol style="list-style-type: none"> W & R Cashier's Office Counseling and Advising Financial Aid Testing Center Writing Center Tutoring Center Adult services Student Disability Services Dining Services Bookstore other Identify services and amenities available at the following campuses and map hours: <ol style="list-style-type: none"> Monroe Center Mt. Airy 	<p>Learning Support Administration CTL</p>	<p>Jane Beatty Diane Branson</p> <p>Identify additional action leader in meeting on 11/18/14</p>	<p>Focus in December and January</p>	<p>Establishment of a schedule of hours across all functions of campus related to student access and experience, as well as development of action items to address any discrepancies in services available to student during non-peak hours.</p>	<p>None</p>

ACTION PLAN - Annual Strategic Priority: Creating a Unified Culture of Persistence, Success, and Completion

Strategic Plan 2013-15 Goal: *Enhance access, support, and opportunities that meet the needs of diverse and changing populations*

Objectives <i>What are we seeking to achieve?</i>	Actions <i>How will we achieve each objective?</i>	Input Needed <i>Who do we need information / advice from?</i>	Action Leaders <i>Who is accountable for progress?</i>	Timeframe <i>By when do we need to complete assigned strategies?</i>	Success Criteria <i>How will we measure success?</i>	Resources <i>What resources will be needed?</i>
<p>Student Success Alert (SSA) Review (Formerly Early Alert – emphasize Accessibility and Professional Development – clearly describe the process and improve communication for all parties, provide intervention for students on alert, focus on success, encourage intervention over w/d)</p> <ul style="list-style-type: none"> • Implement new SSA Form providing more detailed, electronically stored, information regarding reason for referral • SSA electronically sent to Individual College Academic Plan (ICAP) – (advising tool that houses SSAs) • All full-time faculty given access to ICAP • ICAP Training provided to all faculty and other users (co-presented by M. Dean and G. Hull) • All students referred to SSA automatically receive email from advisor which indicates reasons for SSA and suggested interventions with links • F-T/Adjunct Faculty who initiated SSA receive copy of email to student, becomes part of the communication trail • SSAs are routed appropriately and receivers respond promptly with specifically identified goals and plan • Special Populations offices (C&A, OAS, SSD, MSS, Athletics, Veterans, and other offices/advisors receive daily notification when students placed on SSA • Program Managers receive daily SSA notifications for students who have declared majors • Identified intervention resources are copied when faculty make SSA referral • Identify faculty involvement throughout process • Identify intervention (who responds to referral) • Add text capability for notifying students placed on alert. 	<ul style="list-style-type: none"> • New SSA form provides greater detail for referral • Focus is on persistence • F-T/Adjunct Faculty who initiate referral are copied on emails sent to students • SSA generates alert to all offices mentioned in alert • All f-t faculty given electronic access to ICAP (advising tool – linked to Early Alert / Student Success Alert) • Create non-academic SSAs related to personal, financial, or other student-identified issues • Highlight link to 28 identified interventions 	<ul style="list-style-type: none"> • IT-capability of automated referrals in ICAP / SSA • Learning, C&A, Special Populations Offices • Writing Center, Math Center, Learning Center – check capability of each to handle volume of referrals • SSA referrals outside scope of Special Populations and declared majors should have a declared path • Identify academic and non-academic barriers that impact student success, create unified response that aid in persistence, success, and completion 	<p>AVP/DOS, Exec. Dir. Of C&A, Committee - Appropriate interventions and links updated in ICAP and SSA, SAT Workgroup</p> <p>IT review data tracking and communication system, write script to generate automated emails</p> <p>IT – branding, texting, email, notification to all</p> <p>Committee, Dir. of Testing, AVP/DOS</p> <p>VP Learning</p> <p>AVP Teaching and Learning</p>	<p>February 1, 2015</p> <p>SSA fully implemented for Spring 2015 semester</p>	<p>Improved communication regarding Intervention stages of SSA.</p> <p>Increased faculty involvement and access to advising / SSA electronic resources</p> <p>Track number of students referred to SSA and compare to attempts to contact, track assigned advisors vs. other</p> <p>100% of faculty who make referrals will receive electronic confirmation that student has been notified</p> <p>Increase percent of faculty who use SSA System</p>	<p>Text capability</p> <p>IT support and expertise</p> <p>Create Users Guide</p>

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Professional Development <ul style="list-style-type: none"> • Seek understanding of SSA as system of Alerts and Interventions • Professional development for full-time and adjunct faculty regarding process, possible interventions for success • Provide access to, and training for, ICAP (links to Early Alert, provides options for resource interventions) • Encourage completion of Advisor training in Blackboard • Increase active use of ICAP for academic advising • Raise awareness of issues regarding persistence and completion, join national dialogue • Include faculty (adjunct and full-time) and staff in professional development opportunities • Identify roles of all faculty and staff in SSA process. Define expectations for response to alerts from all concerned 	<p>Blackboard Adv. Training</p> <p>ICAP Training <u>Week of Nov 10:</u> Tues, 11/11: 2-3 and 3-4 Wed, 11/12: 2-3 Thurs, 11/13: 2-3 <u>Week of Nov 17:</u> Mon, 11/17: 2-3 and 3-4 Tues, 11/18: 2-3 and 3-4 Wed, 11/19: 2-3 Thurs, 11/20: 2-3</p> <p><u>SSA Prof. Dev.</u> FT Faculty Learning Retreat – Jan. 21, 1:00-1:45</p> <p>Adj. Faculty Retreat, Jan. 21, 7:15–8:00pm</p> <p>Online Faculty Retreat, Jan. 22</p> <p>First week of classes, lunch bunch / afternoon tea</p> <p>Create users guide for SSA (faculty and staff)</p>	<p>Develop SSA presentation for faculty groups – AVP Teaching & Learning, AVP / DOS, Faculty</p> <p>Develop electronic resources for professional development</p> <p>Marci Dean Gary Hull</p>	<p>VP Learning, AVP Teaching and Learning, AVP / DOS, Marci Dean</p> <p>Create partnerships and acknowledge shared responsibilities for Learning and Learning Support.</p>	<p>February 1, 2015</p> <p>Ongoing</p>	<p>Increased use of SSA</p> <p>Increase the number of referrals for SSAs</p> <p>Increase the number of faculty who use SSA</p>	
Success Now Initiative – <ul style="list-style-type: none"> • Promote student knowledge of, and access to, services on campus • Orientation to students after the semester begins • Address student needs early in semester to introduce services 	<p>Feb. 9 – 6:30-8:30 pm Feb. 10 – 8-9:30 am Feb. 11 – 1-2:30 pm (JBK Theatre)</p>	<p>Joint effort between student groups, Learning Support, Learning regarding services offered beyond classroom – Writing Ctr, Math Ctr, Learning Ctr.</p>	<p>SGA Learning & Learning Support</p>		<p>Realize increase in use of services designed to help with student persistence</p>	