# Strategic Enrollment Management Plan

**2025-2028**

## MISSION

The mission of the College is to provide an educational environment that meets students where they are and prepares them for successful and rewarding careers in a global and diverse society.

## VISION

Nash Community College will be a leader and primary educational partner in elevating the region's economic prosperity and educational attainment.

## STRATEGIC ENROLLMENT MANAGEMENT PLAN OVERVIEW

The College's Strategic Enrollment Management Plan (SEM Plan) will serve as a catalyst to increase access, outreach, enrollment, onboarding, marketing, innovation in teaching and learning, retention, and overall student success at the institution.

## AREAS OF FOCUS

Marketing/Recruitment/Outreach
Onboarding/Entry/Enrollment
Persistence/Retention
Completion/Credential Attainment/Post-Graduation Success

| | |
|---|---|
| **GOALS** | The big-picture; long-term outcomes we want to achieve |
| **STRATEGIES** | The overall plans or approaches we'll use to achieve our goals |
| **KPIs** (KEY PERFORMANCE INDICATORS) | Measurable signs or numbers that help us track progress toward our goals |

## INAUGURAL COUNCIL MEMBERS 2024-2025

**Dr. Lew Hunnicutt,** President

**Dr. Levy Brown,** Vice President, Student Access and Success – Chair

**Dr. Amy Harrell,** Vice President, Instruction/Chief Academic Officer

**Dr. Ken Lewis,** Vice President, Institutional Technology/Chief Information Technology Officer

**Wendy Marlowe,** Vice President, Continuing Education and Economic/Workforce Development

**Carla Dunston,** Dean, Continuing Education

**Dr. Wendy Cook,** Dean, Student Access and Enrollment

**Marbeth Holmes,** Dean, Student Retention and Success

**Nakisha Floyd,** Department Chair, Business and Information Technologies/Professor

**Renee Martinez,** Executive Director, Advising Services

**K.J. Askew,** Director, Marketing and Strategic Engagement

**Shreail Hinton,** Director, Admissions

**Elizabeth Hodge,** Director, Payroll and Receivables

**Tammy Lester,** Director, Financial Aid

**Marcus Lewis,** Director, Institutional Research

**Roslyn Pemberton,** Director, Career Readiness

**Ashley Thomas,** Director, Records and Registrar

**Alyssa Womble,** Director, K-12 Partnerships

**Heather Williams,** Student Access and Success Assistant

**Reggie Cobb,** Biology Professor/Instructional Designer

**Stephen Tart,** Instructor, Physical Therapist Assistant Program

**Ethan Cockrell,** NCC Student Government Association President/Student Trustee

**Dr. Leondus Farrow,** Assistant Superintendent at Nash County Public Schools

**Jerry Harper,** Resident Services Manager/Grant Writer at Rocky Mount Housing Authority

**Ron Green,** Chief Executive Officer at Boys & Girls Club of the Tar River Region

## Goal I: Enhance prospective student engagement through storytelling and community relations development

### Strategy I: Advertising and Website Strategy

1. Highlight Student Narratives: Feature diverse student stories and testimonials that reflect the experiences of prospective students. These narratives should showcase individuals who share backgrounds or communities similar to those of target demographics.
   a. New Website: The redesigned website will incorporate testimonials ('Voices of a Nighthawk') to showcase success stories and attract prospective students.
2. CDL Truck: Wrap the CDL trailer-truck with Nash CC branding
3. Virtual Tour: Launch Virtual Tour
4. Local Movie Theater Advertisements
5. Pandora and Spotify Advertisements

### Strategy II: Youth Organization Engagement

1. Establish and Strengthen Partnerships with Youth Organizations:
   a. Identify and build strong, ongoing relationships with key youth organizations such as Scouting America, the Boys and Girls Club, and other local youth-serving groups.
2. Targeted Marketing and Outreach:
   a. Distribute program flyers, brochures, and other marketing materials to youth organizations, highlighting NCC's programs, scholarships, and career pathways.
   b. Organize tailored outreach events, such as enrollment days, information sessions, and campus tours, to increase student engagement and familiarize them with the college.
3. Create Educational Pathways and Scholarships:
   a. Collaborate with youth organizations to integrate Nash Community College's programs into their activities and provide clear pathways and available scholarship/financial aid opportunities for students to transition into higher education supporting them on their educational journey.
   b. Academic Program Partnerships: Increase program partnership and participation with Continuing Education Summer Campus – focus on expanding Summer Camps to involve more campus with specific topics (program specific) connected to the academic program-offerings at NCC.

## Goal II: Develop interactive recruitment experience

### Strategy I: External Recruitment Demonstrations/Involvement

1. Elevate the college's presence at recruitment events beyond traditional tents and information tables. Utilize creative, engaging presentations that allow prospective students to experience NCC's offerings firsthand.
    a. Examples: Nursing bring mannequins, Advanced Manufacturing bring items they fabricated, Culinary brings burners and cooks a small sample item, etc.
2. Conduct live demonstrations that showcase the practical application of skills learned at NCC. These demonstrations will highlight the hands-on, real-world value of our programs.
3. Professional Development: Informed representation of the college/programs for recruitment
    a. Provide Recruitment booklet + Career Pathways Map for individuals participating in recruitment events
    b. In-house Professional Development opportunities

### Strategy II: Mobile Unit for Recruitment and Support Services

1. Explore acquiring a mobile unit (through community partnership, grant funds, or additional NCC funding method) to facilitate recruitment and support services, including:
    a. Admissions
    b. Financial aid
    c. Other support services
2. Explore sponsorship opportunities with community partners to support this initiative.
3. Use the mobile unit to reach different areas on various days for targeted engagement.

### Strategy III: Partnership with Local Businesses

1. Revisit and reinitiate scheduled lunch hour visits at local businesses and industries, perhaps on a monthly basis, focusing on businesses interested in employees returning to school.
    a. Flyer distribution in employee break rooms (promoting Nash CC programs like HSE, stackable credentials, certificates, etc.).

2. Contact partnerships
    a. Partner w/ Director of Corporate Training & Apprenticeships to provide HR/industry contacts in partnership with Recruiter/Coordinators to coordinate scheduling recruitment opportunities
    b. Partner w/ Career Placement Coordinator, to follow up with HR contacts from career fair participation
        i. List of 300 minority owned businesses
    c. Partner w/ Small Business Center Director to gather Small Business Center contacts
3. K-12 Partnerships
    a. Continuing to expand the college's core partnership with Nash County Public Schools and other systems seeking to partner.
    b. CTE showcase to gather contacts for future recruitment.

## KPIs:

**KPI 1.1** Program-Specific Engagement: Increase participation in CTE programs by 10% year-over-year, with particular attention to expanding outreach to adult learners, high school students, and non-traditional students.
**KPI 2.1** Enrollment Increase: Achieve 5-7% growth in enrollment each year over three years
**KPI 2.2** NCC Mobile Recruitment Unit: Secure at least one community or industry partnership to support the NCC Recruitment Unit by Year 2.

## Goal I: Improve admissions enrollment yield rate

**Strategy I:** Enhance the student on-boarding process

1. Implement an Element451 communications plan for students who have submitted an NCC application as well as for students who start an application but do not finish
2. Provide easy access to NCC services and personnel to help facilitate the enrollment process
3. Implement career exploration to discern student interests including wage data

**Strategy II:** Strengthen student engagement in all areas of the Institution

1. Engage students with real-time communications and social media
2. Development of student engagement centers and student engagement teams
3. Utilize previous student data, engage at-risk students before they withdraw/drop out

## Goal II: Increase the percentage of student full-time enrollment

**Strategy I:** Reduce/Remove barriers for student full-time enrollment

1. Provide students with info about NCC Scholarships, NextNC, and Financial Aid
2. Provide students with info about NCC services, ie. Tutoring, Counseling, Laptop Loans

**Strategy II:** Train advisors/success coaches during registration drives to encourage students to take at least 12 credits while considering their individual needs.

1. Utilize Program of Study forms and Self-Service Planning options to show realistic timelines for them to achieve their goals

**Strategy III:** Launch a "Get the Best Schedule" campaign encouraging students to register early for full-time schedules before classes fill up.

## KPIs:

**KPI 1.1** Increase the yield rate by 10%.
**KPI 2.1** Increase full-time enrollment by 5%.

**Goal I: Increase the percentage of students who persist and are retained from fall-to-spring and fall-to-fall each academic year.**

## Goal I: Current Status

| Term | # Enrolled | # Persisted Fall to Spring | % Persisted Fall to Spring | # Retained Fall to Fall | % Retained Fall to Fall |
|---|---|---|---|---|---|
| 2019 FA | 3218 | 2382 | 74.0% | 1773 | 55.1% |
| 2020 FA | 2737 | 2102 | 76.8% | 1622 | 59.3% |
| 2021 FA | 2939 | 2195 | 74.7% | 1733 | 59.0% |
| 2022 FA | 2700 | 2126 | 78.7% | 1651 | 61.1% |
| 2023 FA | 2688 | 2087 | 77.6% | 1653 | 61.5% |
| **Grand Total** | **14282** | **10892** | **76.3%** | **8432** | **59.0%** |

| | # Enrolled | # Persisted Fall to Spring | % Persisted Fall to Spring | # Retained Fall to Fall | % Retained Fall to Fall |
|---|---|---|---|---|---|
| Dual Enrolled | 4840 | 4198 | 86.7% | 3100 | 61.0% |
| Not Dual Enrolled | 9442 | 6694 | 70.9% | 5332 | 56.5% |
| **Grand Total** | **14282** | **10892** | **76.3%** | **8432** | **59.0%** |

**Strategy I:** Early intervention when students get on academic warning for financial aid

1. Develop success plans for 100% of students moved to FA warning status prior to subsequent term

**Strategy II:** Success Navigators prioritize outreach based on student risk-levels as identified in Watermark

1. At least two documented meeting notes in Watermark (meeting may be by phone, virtual, face-to-face, or electronic)

**Strategy III:** Check-in survey after first 3-weeks of class

1. 100% of currently enrolled students will be administered the Student Check-In Survey after first 3 weeks each semester

## Goal II: Reduce course withdrawal rates in online courses.

**Goal II: Current Status**

| | 17-18 | 18-19 | 19-20 | 20-21 | 21-22 | 22-23 | 23-24 | Grand Total |
|---|---|---|---|---|---|---|---|---|
| **Grand Total** | **14.6%** | **13.9%** | **14.1%** | **14.9%** | **13.5%** | **12.9%** | **13.3%** | **13.9%** |
| Not Online | 9.2% | 8.5% | 9.8% | 6.5% | 7.3% | 7.9% | 8.0% | 8.6% |
| Online | 22.9% | 21.5% | 20.1% | 16.7% | 16.7% | 16.4% | 16.7% | 18.4% |

| | | 17-18 | 18-19 | 19-20 | 20-21 | 21-22 | 22-23 | 23-24 | Grand Total |
|---|---|---|---|---|---|---|---|---|---|
| **Grand Total** | | **14.6%** | **13.9%** | **14.1%** | **14.9%** | **13.5%** | **12.9%** | **13.3%** | **13.9%** |
| Not Online | CCP | 2.2% | 2.7% | 14.1% | 2.9% | 2.4% | 3.2% | 6.8% | 5.9% |
| | CIHS | 2.0% | 4.2% | 7.8% | 10.7% | 2.0% | 1.4% | 1.2% | 3.3% |
| | Not DE | 10.5% | 9.4% | 9.5% | 6.7% | 8.7% | 9.8% | 9.8% | 9.5% |
| Online | CCP | 9.1% | 8.3% | 7.7% | 10.2% | 6.9% | 6.9% | 6.5% | 7.9% |
| | CIHS | 5.6% | 6.5% | 15.5% | 10.5% | 7.4% | 6.9% | 2.9% | 7.8% |
| | Not DE | 24.6% | 23.3% | 22.1% | 18.8% | 20.0% | 19.1% | 20.5% | 21.1% |

**Strategy I:** Enhance resources and interventions supporting student success, persistence, and retention

1. Explore online assessments for students seeking to take online courses for the first time. Include information on what it means to be a successful online student.
2. Implement the R.E.S.I.L.I.E.N.T Module (student success strategy)

**Strategy II:** Increase support for online faculty

1. Enhance Professional Development for Online Learning for Student Success

**KPIs:**

**KPI 1.1:** Increase fall-to-spring persistence to 85% (excluding dual enrolled students) by 2027. (20% increase)
**KPI 1.2:** Increase fall-to-fall retention to 70% (excluding dual enrolled students) by 2027. (24% increase)
**KPI 2.1:** Decrease the overall course withdrawal rate to 10% or less with specific focus on online courses by 2028. (25% decrease)

# COMPLETION, CREDENTIAL ATTAINMENT AND POST-GRADUATION SUCCESS



**Goal I: Ensure that at least 70% of our graduates either: 1) Secure employment directly related to their program of study with a livable wage, or 2) Transfer to a senior institution for additional advanced study within two years of graduation.**

**Strategy I:** Align academic programs with labor market demands and monitor employment rates and wages of graduates for continuous improvement.

**Strategy II:** Increase career services success by providing students with the tools, resources, and support needed to identify and secure employment.

**Strategy III:** Develop career pathways that show students a clear trajectory from education to employment with a livable wage. Develop transfer pathways to show students a clear trajectory from NCC to a senior institution

## TIMELINE

**YEAR 1**

- Conduct labor market analysis and transfer analysis. Build or strengthen industry and senior institution partnerships. Develop career counseling and internship programs.
- Launch post-graduation surveys. Enhance integration of wage data and career mapping into advising.

**YEAR 2**

- Expand internship and co-op opportunities. Begin hosting industry-specific career fairs and university transfer fairs. Establish employer and senior institution feedback loops and reporting mechanisms. Publish internally the first annual graduate employment report.

**YEAR 3**

- Continue to refine programs based on employment/transfer outcomes and employer/senior institution feedback. Achieve initial 70% employment/transfer rate goal.

**KPIs:**

**KPI 1.1** Employer satisfaction survey will result in positive outcomes related to students being prepared for the workforce
**KPI 1.2** The number of students moving into livable wage careers will increase by at least 3 to 5% each year.
**KPI 1.3** The number of employer engagement events hosted by the college will increase by 5% each year over the next 3 years.
**KPI 1.4** Transfer articulation agreement with public and private institutions will increase each year over the course of 3 years.

# COMPLETION, CREDENTIAL ATTAINMENT AND POST-GRADUATION SUCCESS



**Goal II: Increase the completion rate of credentials (degrees, certifications, diplomas) by 20% over the next three years and advanced study within two years of graduation.**

## Completion Rates

| | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|
| Completions (National Student Clearinghouse 6-Yr. rate) | 46% (2017 cohort) | 43% (2016 cohort) | 41% (2015 cohort) | 40% (2014 cohort) |
| Graduation (IPEDS 150% Time for First-Time Full-Time) | 52% (2020 cohort) | 40% (2019 cohort) | 30% (2018 cohort) | 23% (2017 cohort) |

Note: National Student Clearinghouse and IPEDS threshold of acceptability established using prior 5-year national/national comparison group trend data where available.

**Strategy I:** Investigate internal processes and procedures to increase credential attainment

**Strategy II:** Strengthen advising and academic support services to help students navigate and persist through their educational journeys.

**Strategy III:** Increase early intervention programs for at-risk students, including tutoring, mentoring, and regular progress tracking.

**KPIs:**

**KPI 2.1** Year-over-year increase in the number of credentials awarded.
**KPI 2.2** Increase student satisfaction with holistic support services.
**KPI 2.3** Improvement in the 6-year graduation rate for undergraduate students and 2- year completion rate for certificate programs.
**KPI 2.4** Foster a 10% increase of students utilizing academic advising, tutoring, and other support services at the college.
**KPI 2.5** Increase retention rates by 10% from semester to semester and year over year.

## TIMELINE

YEAR 1
- Conduct a comprehensive audit of current programs and services. Implement new student success initiatives. Initiate administrative graduation process

YEAR 2
- Refine academic pathway maps and strengthen early intervention programs. Research and evaluate opportunities for flexible learning options.

YEAR 3
- Track progress towards credential completion by program/department. Evaluate outcomes and adjust strategies to meet or exceed the 20% credential completion increase.