

STRATEGIC PLAN for ENROLLMENT, RETENTION, AND COMPLETION

“The County College of Morris mission is to deliver dynamic, challenging, high-quality, and accessible academic programs and services that support the individual's quest for lifelong learning and professional development.”

After intensive analysis of the college, our marketing, recruitment, retention and graduation efforts, our academic program offerings, and the landscape of the external environment that we serve, County College of Morris has formulated a realistic and dynamic plan that should steer the college in a favorable enrollment direction for the next few years. This plan calls for involvement from all constituents from throughout the college, and a rich appreciation for the strong academic foundation upon which the institution has operated. Additionally, it encourages a greater dependence on unquestionable data to inform decisions as well as the continuation of creative thinking and implementation of strategic initiatives that will guide the institution towards a more realistic overall enrollment.

This plan is designed to allow County College of Morris to meet its mission by identifying and implementing well-developed strategies that are efficient and effective in increasing the number of students recruited, enrolled, retained, graduated with degrees or certificates. As well, the plan is designed to increase the number of students transferring into four-year programs or entering the workforce.

The plan includes five (5) strategic goals which are described in greater detail in the SEM Plan:

Strategic Goal I: Recruiting, Outreach and Enrollment - increase enrollment by 3% annually or 9% over a three-year period.

Strategic Goal II: Course and Program Offerings – be responsive to the changing demographics and workforce needs of our community by offering meaningful and attractive credit and non-credit courses and programs

Strategic Goal III: Student Retention, Persistence, Graduation, Transfer and Career Placement - increase fall-to-fall retention rate from 73% to 80% and graduation rate from 27% to 37% over a three-year period.

Strategic Goal IV: Access and Affordability - identify creative methods of financial support as well as diverse methods of payment for students.

Strategic Goal V: Financial Stability - increase annual credit hour enrollment from 178,000 (5900 FTEs) to 196,000 fee hours (6500 FTEs) within three (3) years.

Strategic Goal I: Recruiting, Outreach and Enrollment

To meet our mission, it is important that members of our communities are aware of college offerings and take advantage of appropriate programs and services. The college will continue to help individuals achieve their educational goals while focusing more on promoting CCM as the best choice for most residents, regardless if a credit or non-credit focus. This will be accomplished through well-informed and well-developed recruitment, outreach and enrollment practices that will yield an increased enrollment by 3% annually or 9% over a three-year period.

Strategy I.A.: Use data from enrollment trends, population characteristics, and labor market analysis to target increased enrollment.

Objective: Develop and maintain a culture that understands how to use data to improve enrollment, retention and completion.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Create a data dictionary and use a standard data request form to obtain accurate and realistic data.	June 2017	Director of Institutional Research	
Standardize reports and methodologies for the reporting of enrollment data, and provide training on data usage across the campus.	June 2017	Director of Institutional Research	
Regular review of labor market data to analyze data against current program offerings and institutional alignment with future market growth.	Continual	Vice President of Academic Affairs	

Outcome: A data warehouse is created that includes availability of critical dashboard measures, internal reports, and assessment plans for decision-making.

Outcome: Increased enrollment of all groups with a special focus on adult, African American, Asian, and Hispanic populations by 25% over next three (3) years.

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Strategy I.B.: Target activities that will increase the enrollment of specific categories of students.

Objective: Contribute to diverse student body while, concurrently, being more reflective of the community in which CCM serves.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Develop clearly defined initiatives that target outreach, recruitment, and enrollment of Hispanic, African American, and Asian students.	July 2017 – June 2018	Director of Admissions	Increase each demographic by 3% over next 3 years
Develop clearly defined initiatives that target outreach, recruitment, and enrollment of adult students.	July 2017 – June 2018	Director of Admissions	Increase within next 3 years → from 23% to 28%
Develop clearly defined initiatives that target outreach, recruitment, and enrollment of high school students taking CCM courses.	July 2017 – June 2018	Director of Admissions	Increase each of next 3 years → from 3% to 6%
Target typical feeder high schools that have potential for percentage increase in applications, set goals, assign Admissions representatives to cultivate.	June 2017 – June 2020	Director of Admissions	Percentage yield increase from 18% to 22% over 3-year period
Establish well-defined plan to maintain or grow yields of top feeder high schools.	June 2017	Director of Admissions	Percentage yield increase from 18% to 22% over 3-year period
Establish relationships beyond guidance offices of top feeder high schools to expand exposure.	June 2017	Director of Admissions	Percentage yield increase from 18% to 22% over 3-year period
Establish plan to capitalize on on-campus events to allow broader marketing.	June 2017	Director of Admissions	
Strengthen linkage between credit and continuing education programs to include well-defined process of marketing, recruiting, and enrolling continuing education students into credit programs.	June 2018	Director of Admissions Dean of Business, Mathematics, Engineering & Technologies	

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Outcome: The percentage of enrollment of growing and untapped populations will increase by 25% over next three (3) years.

Outcome: The enrollment of Challenger students will increase by 10% annually.

Outcome: The percentage of applications from targeted high schools will increase by 4% over next three (3) years.

Outcome: Applications from top feeder high schools will increase by at least 10% over the next three (3) years.

Strategy I.C.: Develop and implement initiatives that enhance visibility, awareness, and brand recognition, and promotes specific calls to actions.

Objective: Assist with marketing of recruitment, enrollment, retention, and college completion initiatives.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Develop a Marketing Plan that reflects best practice, comprehensive market research, and realistic, yet forward-thinking practices.	June 2017	Director of Communications & College Relations	
Ensure a consistent look and feel, brand, image and messaging among promotional/marketing materials produced by various college units.	December 2016	Director of Communications & College Relations	
Create templates for creation of simple brochures and flyers that maintain a consistent look and brand awareness for use by any department.	June 2017	Graphic Designer	
Ensure consistency in look and feel on college website.	June 2017	Director of Communications & College Relations	
Produce a clear and consistent message as to the value of a CCM degree both for our external constituents as well as our internal ones.	June 2017	Director of Communications & College Relations	

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Establish a Marketing Committee to provide ongoing guidance and input on development of the marketing plan and marketing proposals as they may arise.	June 2017	Director of Communications & College Relations	
Implement a customer relationship management system to remain in contact with prospective students throughout enrollment pipeline and communicate with current students to encourage semester to semester continuation and college completion.	June 2017	Chief Information Officer Director of Admissions	
Establish relationship with marketing firm to bring range of resources, platforms, perspectives for enhancing market growth.	June 2017	Director of Communications & College Relations	

Outcome: Development of plan to improve ability to market college effectively.

Outcome: Improved communication to prospective and accepted students.

Strategy I.D.: Develop specific component of Marketing Plan that targets certain cohorts for which growth can be realized.

Objective: Assist with marketing of recruitment and enrollment initiatives focused on certain cohorts that have promising growth projections.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Create targeted initiatives within marketing plan for juniors, rising seniors, and homeschool students.	June 2017	Director of Communications & College Relations	Increase in applications by 10% from 2200 to 2400 over next three (3) years.
Establish a messaging campaign to high school teachers highlighting the successes of their students enrolled at CCM.	June 2017	Director of Communications & College Relations	

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ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Include separate component of Marketing Plan to focus on recruitment of out-of-county target markets.	June 2018	Director of Communications & College Relations	Increase within next 3 years → from 21% to 26%

Outcome: Increase enrollment of high school graduates by 4% within one (1) year.

Outcome: Increase percentage of out-of-county high school graduates by 5%.

Strategy I.E.: Implement communication and targeted recruitment plan of activities that focuses on underserved and/or populations of growth.

Objective: Maximize college’s visibility and overall enrollment of new students, and allow the institution to recruit a population that is representative of the growth in the community.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Improve communication with prospective students and applicants using effective customer relationship management software program.	June 2017	Director of Admissions	
Create outreach plan to targeted markets identifying specific locations beyond local high schools.	June 2017	Director of Admissions	
Improve college website to provide comprehensive information to prospective students as well as ability to pursue application to college.	January 2017	Director of Communications & College Relations	
Identify programs that might be most appealing to adult students and target marketing of those programs.	December 2017	Director of Admissions	

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Develop targeted connection between credit and non-credit programs that may appeal to working adults and adults returning to learning.	December 2017	Dean of Business, Mathematics, Engineering & Technology	
Continue to improve relationships with high schools and increase frequency of visits.	December 2018	Director of Admissions	
Continue to enhance current on-campus recruiting activities and create new opportunities with the faculty to promote their academic programs.	December 2018	Director of Admissions	
Target enhanced marketing and recruitment activities at border out-of-county high schools.	June 2018	Director of Admissions	Increase within next 3 years → from 21% to 26%

Outcome: Actualize increase in applications received by 5% over each of next three (3) years.

Outcome: Increase enrollment of adult students by 5% over each of next three (3) years.

Outcome: Increase enrollment percentage of in-county high school graduates from 17.5% to 22% of the graduating population.

Outcome: Increase percentage of out-of-county high school graduates by 5% per year.

Strategy I.F.: Increase number of visitors to the college.

Objective: Attract more individuals to the college and expose them to all the college offers.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Market the college and participate in recruitment of individuals who participate in Teen Arts, Women Who Dare, Challenger	June 2017	Director of Admissions	

Program, etc.			
ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Establish process to improve promotion of special events on-campus both internally and externally.	June 2017	Director of Communications & College Relations	
Identify additional programs that may draw individuals to the college, and promote the campus as a cultural gathering place (for high school students, adults, children, auditing students, etc.)	June 2017	Director of Communications & College Relations	
Offer high school teams that use CCM facilities with incentives (such as Planetarium tickets) so they and their parents can experience more of the college.	December 2017	Director of Athletics	
Install electronic signage at the college's entrances to promote key events to the public.	December 2017	Vice President of Business & Finance	
Investigate changing name of Challenger Program	June 2017	Vice President of Student Development & Enrollment Management	
Strengthen partnerships with community organizations to serve as location for meetings and engage in collaboration activities.	December 2018	Vice President of Student Development & Enrollment Management	

Outcome: Convert participation rates to actual enrollment of those individuals participating in various events.

Strategic Goal II: Course and Program Offerings

While, for the most part, academic programs and course offerings are designed to meet overall institutional and community needs, CCM needs to remain responsive to the changing demographics and workforce needs of our community. This includes looking at what, where, and how courses and programs are offered.

Strategy II.A.: Plan credit and non-credit course schedules with greater efficiencies.

Objective: Increase overall enrollment, revenue, and efforts at meeting demands of students.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Reevaluate and/or increase number of credit and non-credit courses offered during early morning, weekends, nights, off-campus, throughout mini terms, and through distance learning modalities.	June 2018	Vice President of Academic Affairs Vice President of Student Development & Enrollment Management	Increase courses by 5% over 3-year period
Continually evaluate enrollment data to determine where and when courses can be more effectively offered for maximum enrollment growth.	December 2017	Vice President of Academic Affairs Vice President of Student Development & Enrollment Management	
Establish a process to maximize the assignment of classes in our various academic facilities.	December 2016	Vice President of Academic Affairs Vice President of Student Development & Enrollment Management	
Analyze space utilization to determine opportunities to diversify course offerings and assign courses to realistic space.	December 2016	Vice President of Academic Affairs Vice President of Student Development & Enrollment Management	

Outcome: Offer meaningful, relevant, and attractive credit and non-credit programs that increase overall college FTE enrollment by 3% each year.

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Strategy II.B.: Offer meaningful and attractive credit and non-credit courses and programs and analyze them for realistic viability.

Objective: Increase overall enrollment, revenue, and efforts at meeting demands of students.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Create new credit and non-credit courses and programs or modify existing programs and courses that will be attractive to adult learners.	June 2019	Vice President of Academic Affairs	Increase enrollment of adult learners within next 3 years → from 23% to 28%
Eliminate courses and programs that do not meet standards for sustaining enrollment and revenue goals.	June 2018	Vice President of Academic Affairs	
Use six-year curriculum review process to perform thorough analysis of enrollment and revenue generation.	June 2018	Vice President of Academic Affairs	
Establish a three-year review process for new programs and perform annual review for programs that do not meet standards for enrollment and revenue generation.	June 2018	Vice President of Academic Affairs	
Review chargeback information for where we are losing students to out-of-county programs and where we have great demand from out-of-county students.	December 2017	Director of Admissions	

Outcome: Offer meaningful, relevant, and attractive credit and non-credit programs that increase overall college FTE enrollment by 3% each year.

Outcome: Ensure effective program review process that keeps academic programs and courses current, relevant, and meaningful.

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Strategy II.C.: Align programmatic offerings to labor market demands.

Objective: Use current labor market data to make decisions about potential new programs and/or potential outcomes of programs.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Review labor market information and research our current offerings and their alignment to areas identified as having significant market growth in future.	June 2019	Vice President of Academic Affairs	
Consider programs that lead to other occupations identified for potential job opportunities and/or advancement upon completion of associate degree.	June 2019	Vice President of Academic Affairs	

Outcome: Offer meaningful, relevant, and attractive credit and non-credit programs that increase overall college FTE enrollment by 3% each year

Strategy II.D.: Enhance transfer services to include consistent articulation agreement development, analysis of transferability, and broad-based communication of current agreements.

Objective: Ensure seamless transfer for qualified programs and courses.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Create comprehensive, coordinated, and standardized approach to initiate and maintain articulation agreements.	June 2017	Coordinator of Transfer Services	
Market transfer articulation programs and agreements more visibly.	June 2017	Coordinator of Transfer Services	
Perform analysis of articulation agreements on regular basis to ensure seamless transfer of programs and courses.	December 2017	Coordinator of Transfer Services	

Outcome: Students have access to accurate and comprehensive information that is easily accessible.

Outcome: Articulation agreements are relevant, current, and effective in meeting student needs.

Outcome: Increase graduation (from 27% to 37%) and transfer (from 19% to 29%) rates over next three (3) years.

Strategic Goal III: Student Retention, Persistence, Graduation, Transfer and Career Placement

Across all educational experiences, settings, levels, and instructional modalities, CCM recruits and admits students whose interests, abilities, experiences, and goals align with the institutional mission and educational offerings. CCM commits to student retention, persistence, completion, and success through coherent and effective programs and services, which enhance the quality of the learning environment, contributes to the educational experience, and fosters student success. Towards this end, it is important to develop better processes to measure students’ initial goals, provide opportunities to update those goals, develop measurements regarding attainment, and increase retention first-time in college fall-to-fall rate from 73% to 80% and graduation rate from 27% to 37% over a three-year period.

Strategy III.A.: Provide robust programs, services, and activities that promote persistence and college completion.

Objective: Align programs and services with students’ academic needs, diverse interests, and overall aspiration for program completion and goal attainment.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Consider the development of a cadre of specific programs and support services for adults that can provide answers to their immediate questions, assist in discussing their career and academic goals well before they realistically invest in education, training, and/or consider returning to higher education for a degree, a certificate or several courses.	July 2017	Dean of Student Development & Enrollment Management	
Use institutional best practices to discover which initiatives are effective at keeping students in class, on track and efficiently graduated.	December 2017	Vice President of Student Development & Enrollment Management	Increase retention rates from 73% to 80% within three (3) years.
Research retention initiatives implemented at two-year colleges in-state and nationally to determine possible implementation at CCM.	June 2018	Vice President of Student Development & Enrollment Management	Increase retention rates from 73% to 80% within three (3) years.

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ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Research possible overhauling of how developmental education program is delivered to improve student completion.	July 2017	Vice President of Academic Affairs	
Develop Summer Bridge Academy to allow students needing remediation to complete requirements prior to start of first term of enrollment.	January 2018	Vice President of Academic Affairs	Decrease number and percentage of students needing remediation in first semester of enrollment by at least 5%
Develop process for reconnecting students who stopped out with 48 or more credits to encourage degree completion.	December 2017	Dean of Student Development & Enrollment Management	Graduation rates of FTFT degree-seeking students
Strengthen array of support services for growing population of students with disabilities.	June 2017	Coordinator of Disability Services	
Provide mentoring opportunities for students at-risk.	June 2018	Dean of Student Development & Enrollment Management	Reduce percentage of students placed on probation from 26% to 20%.
Improve communications in all areas of the college so everyone has the accurate information to share with one another and with students effectively.	June 2017	Vice President of Student Development & Enrollment Management	Increase retention rates from 73% to 80% within three (3) years.

Outcome: Availability of more dedicated services and/or support for an increased adult student population.

Outcome: Increase percentage of re-enrollment of students who stopped out by 4% each year for next three (3) years.

Outcome: Increased retention rates of FTFT students from 73% to 80% within next three (3) years.

Outcome: Increase in graduation rate by 10% within next three (3) years.

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Strategy III B.: Improve academic advisement.

Objective: Allow students to have well-articulated plan of program completion through successful completion.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Require all matriculating students (full-time and part-time) to meet with an advisor prior to registration and have a flag cleared.	July 2017	Coordinator of Academic Advisement	
Implement integrated Educational Planning platform to assist in scaling student support initiatives so students more effectively engage with academic advisors and realistically map out their academic plans.	July 2017	Vice President of Student Development & Enrollment Management	
Separate academic advisement from registration functions and review how advisement is delivered.	December 2016	Coordinator of Academic Advisement	
Require all faculty members to receive Advising Cadre Training Days.	July 2017	Coordinator of Academic Advisement	
Install three (3) more dedicated student advisement stations consisting of a computer and printer on the third floor of Cohen and DeMare Halls.	December 2016	Chief Information Systems Officer	
Establish plan to communicate with students who transferred without degrees about reverse transfer options.	December 2017	Registrar	Increase within next 3 years → from 27% to 34%

Outcome: Greater percentage of students have developed a clear academic plan towards program completion.

Outcome: Increase in graduation rate by 10% annually.

Strategic Goal IV: Access and Affordability

CCM recognizes that costs and financial assistance have a significant impact on students’ initial enrollment and long-term retention. Based on institutional data, more students are receiving financial aid of any kind or indicate that financial issues affect their enrollment. Thus, the college will consider financial initiatives to support students’ educational goals as well as provide increased financial awareness and opportunities for students to attend CCM.

Strategy IV.A.: Identify creative methods of financial support as well as diverse methods of payment for students.

Objective: Provide prospective and current students with comprehensive package of institutional, CCM Foundation, state and federal financial assistance to support their educational aspirations.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Identify funds through CCM Foundation Student Scholarship budget to use as recruitment as completion scholarships for incoming first-year students.	December 2016 – June 2017	Director of Development Director of Admissions	Create at least 10 academic achievement scholarships within the next three (3) years.
Target middle school students as they progress through high school graduation and identify funds through CCM Foundation to hold as completion scholarships for those who continue to CCM.	December 2017	Executive Director of College Advancement & Planning	Create at least five (5) completion scholarships for middle school students.
Explore feasibility for students to use check cards and/or e-checks for financial transactions or provide payment plan options.	December 2016 – June 2018	Vice President of Business & Finance	
Initiate student self-service platform for greater access to financial and financial aid information.	June 2018	Chief Information Officer	

Outcome: Diversify financial services to students for more convenience.

Outcome: Provide greater financial resources for student enrollment and persistence.

Outcome: Increase percentage of students on any type of financial assistance from 43% to 49% within next three (3) years.

Strategic Goal V: Financial Stability

Annual enrollment forecasting is an essential element of strategic planning, enabling key decision-makers to determine priorities and set budgets. With recent history of revenue contributions from the state and Morris County remaining relatively stable, resulting in a greater portion of student tuition and fees accounting for a larger share of the revenue needed to operate the college, it is critical that the college ensure an enrollment that will provide for financial stability.

Strategy V.A.: Identify creative methods to enhance the availability of revenue.

Objective: Stabilize the institution’s financial status.

ACTION	TIMELINE TO COMPLETION	PERSON ACCOUNTABLE	KPIs
Explore and apply for various grants to support initiatives on the credit side of the college.	December 2016 – June 2018	Director of Institutional Grants	Increase within next 3 years → from 29 to 35.
Provide learning opportunities for faculty to be educated on how to research and write for grant opportunities.	December 2017	Director of Institutional Grants	
Increase the number of grants secured for academic and academic programs.	June 2018	Director of Institutional Grants	Increase number grants by 25% over three (3) years.
Establish well-communicated advisement and registration promotion focusing on full-time students taking at least 15 credit hours each semester.	June 2018	Coordinator of Academic Advisement	

Outcome: Increase annual credit hour enrollment to at least 178,000 (5900 FTEs) to 195,000 fee hours (6500 FTEs) within three (3) years.

Outcome: Increase grant revenue by 5% over each of three (3) years.