



Strategic Enrollment Management Plan

FY 2022–2027



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Introduction

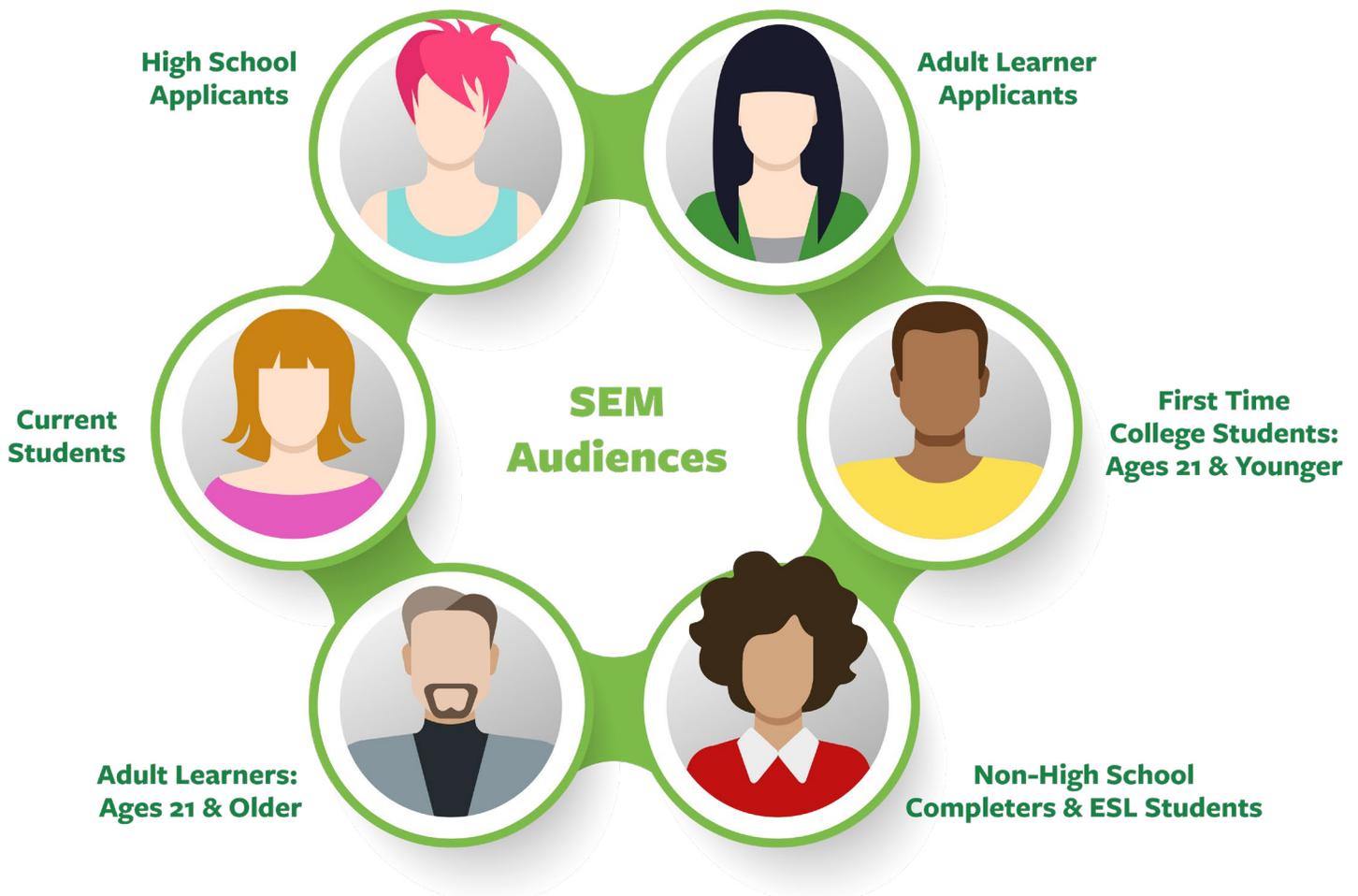
Parkland College’s mission is to “engage the community in learning.” We are committed to providing access to a quality education to help students to achieve their goals.

The following purposes are of equal importance in fulfilling the mission of Parkland College:

Serve students by providing:

- high-quality and proactive developmental, technical/vocational, transfer, and lifelong educational programs
- high-quality and responsive support services
- a climate throughout the college that values and promotes integrity, inquiry, diversity, inclusion, active citizenship, global awareness, and academic freedom

The five-year Strategic Enrollment Management plan is committed to fulfilling our institutional mission and purposes.



Background:

Parkland College embarked in writing a new Strategic Enrollment Management (SEM) plan, effective Fiscal Year 2022. In partnership with The CLARUS Corporation, we assessed our current enrollment and potential market segments to produce a plan with strategies that are goal-oriented, actionable, measurable, and aligned with the institutional priorities. CLARUS provided the market analysis, outside perspective, and guidance necessary to help us examine previous plan structures and identify attainable goals for the future.

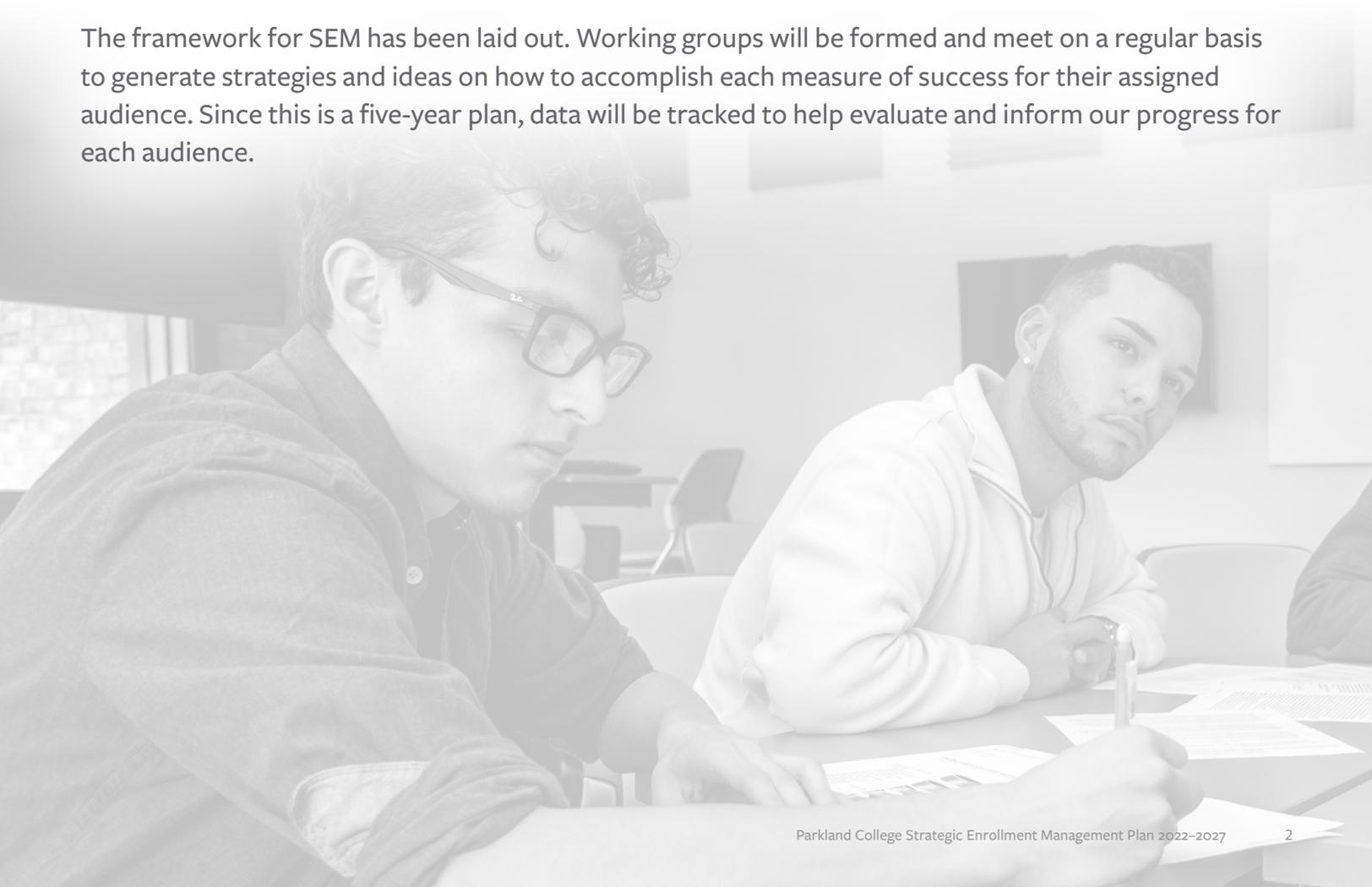
This five-year plan is structured so that we are focusing on six different audiences, with a commitment to diversity intertwined within each audience. By segmenting the plan per audience, we are able to keep our work focused as opposed to a scattered approach of overall recruitment and retention.

Structure:

Each audience has a working group assigned. There are also “measures of success” for each audience. The measures of success serve as the guiding goals, but the ideas on how to accomplish the goals are up to the working groups.

Next Steps:

The framework for SEM has been laid out. Working groups will be formed and meet on a regular basis to generate strategies and ideas on how to accomplish each measure of success for their assigned audience. Since this is a five-year plan, data will be tracked to help evaluate and inform our progress for each audience.



Audience General: High School Applicants

Goal: Increase number of applications and improve the conversion rate of new applicants to enrollees.

Measure of Success: Increase the number of fall high school applications by 10 percent. We will increase the number of fall applications by 2 percent each year, leading up to our five-year goal of 10 percent. Increase the number of spring applications by 10 percent. We will increase the number of spring applications by 2 percent each year, leading up to our five-year goal.

Measure of Success: Increase the fall and spring applicant to enrolled yield rate to 50 percent.

Measure of Success: Increase the number of fall applications from African American students from Unit 4 by 15 percent and outside of Unit 4 by 15 percent. Increase the applicant yield rate for African American students to 30 percent.

Audience General: Adult Learner Applicants

Goal: Increase number of applications and improve the conversion rate of adult student applicants to enrollees.

Measure of Success: Increase the market penetration from 1.31 percent to 1.5 percent for 21 and older adult students.

Measure of Success: Increase the number of applications by 10 percent.

Measure of Success: Increase yield rate to 50 percent of applied students.

Measure of Success: Increase the number of fall applications from African American students by 15 percent. Increase the yield rate of African American students to 25 percent.



Audience: First Time College Students (Ages 21 and Younger)

Goal A: Increase enrollment of students who are still in high school.

Measure of Success: Increase enrollment of Early College students by 20 percent.

Measure of Success: Increase conversion of Early College students to degree-seeking from 24 percent to 40 percent.

Measure of Success: Increase enrollment of African American students in Early College by 20 percent.

Measure of Success: Increase conversion of African American Early College students to degree-seeking to a 50 percent conversion rate.

Goal B: Increase number of students enrolling immediately after high school.

Measure of Success: Increase the percentage of District 505 high school graduates who enroll at Parkland to 30 percent.

Measure of Success: Increase the number of students enrolling from out of district areas by 20 percent.

Measure of Success: Increase enrollment of African American students from our district by 50 percent.

Goal C: Increase UIUC Concurrent Enrollment.

Measure of Success: Increase overall UIUC concurrent enrollment by 10 percent, in increments of 2 percent each year.

Goal D: Increase enrollment of students who are young adults, 21 and under, who did not complete high school.

Measure of Success: Increase GED enrollment from students 21 and younger by 43 percent, with an 8 percent increase each year.

Audience: Adult Learners (Ages 21 and Older)

Goal: Make Parkland educational opportunities accessible to the adult population in our district.

Measure of Success: Increase the market penetration from 1.31 percent to 1.5 percent for 21 and older adults.

Measure of Success: Increase outreach opportunities in the communities of the northern and southern part of our district.

Audience: Non-HS Completers and ESL Students

Goal A: Re-engage non-HS completers resulting in enrollment, education, and training programs.

Measure of Success: Increase GED enrollment by 50 percent.

Measure of Success: Increase GED conversion to 20 percent.

Measure of Success: Increase student conversion to credit programs and ensure each bridge program has students exiting to the credit side.

Goal B: Increase service to non-native speakers in District 505.

Measure of Success: Increase enrollment of non-native speakers into ESL program by 10 percent each year, for 5 years.

Measure of Success: Increase conversion of ESL students to credential-seeking by 10 percent.

Audience: Current Students (Retention, Persistence, Completion)

Goal A: Increase individual students' overall course success¹ rate.

¹Course success = grade of C or higher

Measure of Success: Increase in overall course success to 82 percent with an increase of 1 percent per year over the course of 5 years.

Measure of Success: Increase in overall course success of African American students to 69 percent with an increase of 2 percent per year over the course of 5 years.

Measure of Success: Increase in overall course success of Latinx students to 80 percent with an increase of 1.5 percent per year over the course of 5 years.

Goal B: Increase the persistence rate of individual students.

Measure of Success: Increase in fall-to-spring persistence to 88 percent with an increase of 2 percent per year over the course of 5 years.

Measure of Success: Increase in fall-to-fall persistence to 71 percent with an increase of 2 percent per year over the course of 5 years.

Measure of Success: Increase persistence of African American students. Increase in fall-to-spring persistence to 78 percent with an increase of 2 percent per year over the course of 5 years and in fall-to-fall persistence to 55 percent with an increase of 2 percent per year over the course of 5 years.

Goal C: Increase the completion and transfer rate of students.

Measure of Success: Increase credential completions by 5 percent a year from 1480 to 1889 by FY2025.

Measure of Success: Increase the transfer completion rate to 55 percent by the year 2029.

Measure of Success: Increase credential completions of African American students by 7 percent a year.

Looking Ahead: A Message from the Executive Vice President

I wish to thank Dean Kristin Smigielski and the SEM Steering Committee for developing this Strategic Enrollment Management (SEM) plan to guide our enrollment, retention, and graduation efforts over the next five years.

This document reminds us that students—their education, growth, and success—lie at the core of what we do at Parkland. It will play a pivotal role in helping the college reach targets set through its Key Performance Indicators.

Three features stand out in this FY2022-2027 SEM plan.

ONE: the plan grows out of an awareness of the diversity of the district residents we want to serve through our educational programs at Parkland. The identification of specific audiences—including high school students, young adults, working adults, non-high school completers, and English language learners—helps us tailor our recruitment messages and enrollment efforts.

TWO: this plan identifies where additional efforts are needed to better communicate Parkland’s opportunities, and where retention efforts should be directed to improve academic achievement across various demographic groups. This is integral to the college’s overall emphasis on accessibility, inclusion, and diversity.

THREE: this SEM plan goes beyond setting goals for increasing enrollment and enhancing success—it specifies measures of success to move us from mere aspiration to action and accountability.

The hard work of plan development is over. It has taken many months of research, analysis, and dialogue. The harder and more important work of plan implementation is now set to begin. And this work belongs to all of us, whether we facilitate learning in the classroom, or support students in multiple ways across the campus. The plan provides a framework for you and your department in setting student-oriented goals, assessing the outcomes of your work, and designing strategies to improve.

Thanks again to Dean Smigielski and the team. We look forward to an annual reporting of whether our cumulative work has effectively moved the needle on enrollment and student attainment.

Pam Lau
Executive Vice President







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