



**SOUTH MOUNTAIN
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

COLLEGE STRATEGIC ENROLLMENT MANAGEMENT PLAN 2024 - 2027





SOUTH MOUNTAIN COMMUNITY COLLEGE

SEM PLAN

Why? STRATEGIC ENROLLMENT MANAGEMENT

Strategic Enrollment Management (SEM) drives the enrollment, marketing, and retention strategies of an institution. SEM planning consists of ambitious yet realistic goals, activities and milestones that drive the college's focus on increasing student success. The SMCC SEM plan presents long-term strategies, which will guide the college through Spring 2027.

Who? SMCC COMMITTEE MEMBERS

Dr. Kristina Scott

Vice President, Student Affairs

Dana Frasca

Dean, Enrollment Services

Dr. Nicole Wetzel

Director, Admissions and Records

Dr. Callan Fay

Manager, Advisement

Nilsa Casas

Manager, Business Services

Arnold Torres

Manager, Recruitment and Outreach

Dr. Alice Murillo

Vice President, Academic Affairs

Dr. George Martin

Interim Dean of Institutional Research,
Planning and Development

Dr. Travis May

Interim Dean, Academic Innovation

Dr. L Andrea Brownlee

Faculty

Shannon Ridgeway-Monaco

Coordinator, Academic Affairs

Bruce Battle

Director, Public Relations and Marketing





SOUTH MOUNTAIN COMMUNITY COLLEGE SEM PLAN ALIGNMENT

Systemwide SEM (SSEM) and College SEM (CSEM) Alignment

The 2024-2027 SSEM Plan Project includes the development of 10 College SEM Plans aligned to a collaboratively developed SSEM plan, supporting a unified SEM planning cycle for 10 colleges and the system. To support SSEM and CSEM alignment, the approach to have two types of goals has been developed.

College Goal: A goal that is accomplished at the college level. These goals are integrated in the CSEM plans and colleges determine what milestones they will do to support the College's goals. These goals will have Key Performance Indicators (KPIs) to track goal achievement.

Systemwide Goal: A goal that is accomplished as a system and can be found in the SSEM plan. These goals include activities, milestones, and KPIs to track goal achievement.

PLAN STRUCTURE AND TERMINOLOGY

The [Systemwide Strategic Enrollment Management \(SSEM\) Plan](#) leverages the terminology used in the Maricopa Community College Strategic Plan, [Excellence 2026](#). The SMCC College SEM (CSEM) Plan adopted a similar plan structure to align enrollment efforts and planning cycle outcomes.





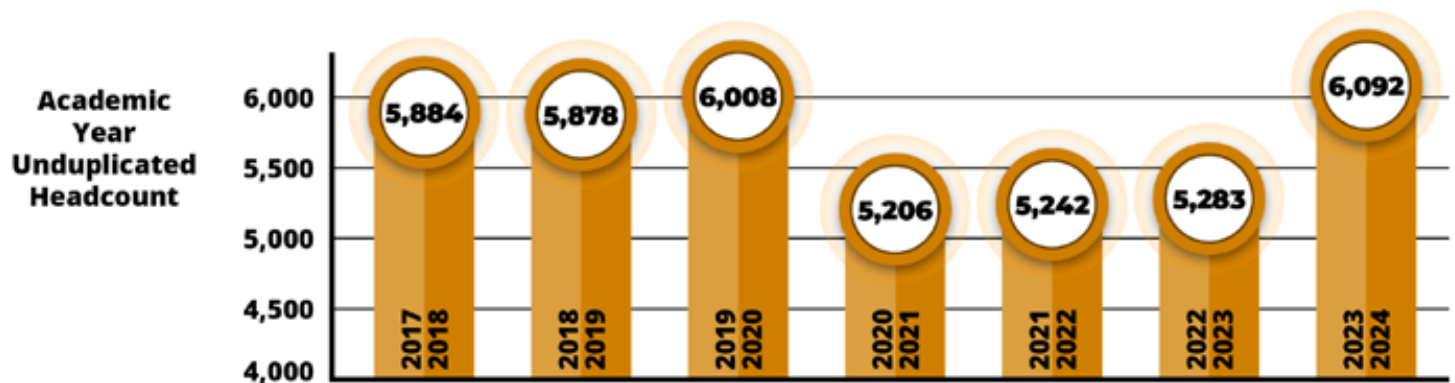
STREAMLINE THE EXPERIENCE

Strategy 1:

Student Ready Solutions for All

College Goal 1.1: SMCC attracts, recruits, engages, and enrolls more students.

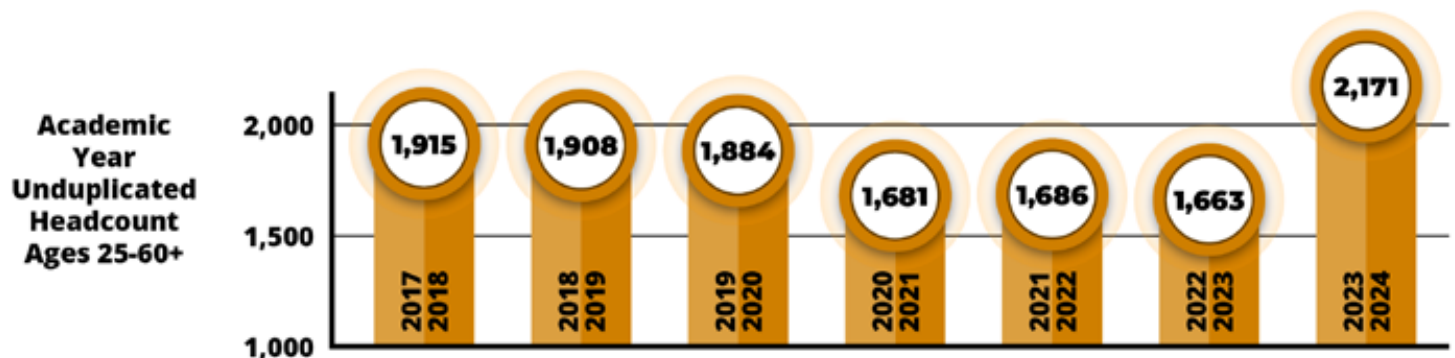
Activity 1.1.A: Identify and achieve college-determined optimal enrollment targets for first-generation and under served student populations.



KPI 1.1.A. Increase annual unduplicated headcount by 5% year over year from Fall 2024 to 2027.

Milestone 1.1.A.1. Develop and execute a communication and engagement plan for new inquiries and applicants to recruit, engage and enroll more new students through the 45th day of each term.

Milestone 1.1.A.2. Build relationships with local partners, to establish a sustainable pipeline for adult learners to seamlessly transition into South Mountain Community College for degree, certificate, or skill training increasing the adult learner population by 5% by June 2027.





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Strategy 1:

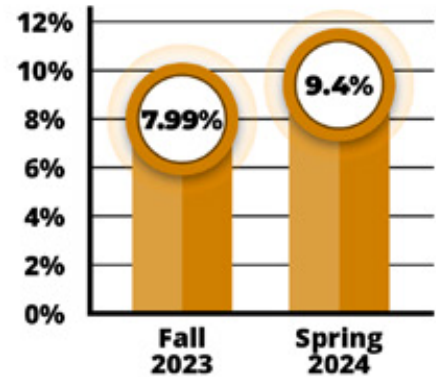
Student Ready Solutions for All

Milestone 1.1.A.3. Increase Cougar Kickstart attendance rate to 75% of those who registered through October 2027.

Milestone 1.1.A.4. Increase engagement through ongoing broad enrollment-based advertising and marketing campaigns, both digital and physical, by June 30, 2027.

Milestone 1.1.A.5. Increase the number of students who have secured their tuition payment by making two points of contact per student at risk for enrollment cancellation due to no FASFA or payment on file by June 30, 2027

**Enrollment
Cancellations
Percentage of
Total
Headcount**





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STREAMLINE THE EXPERIENCE

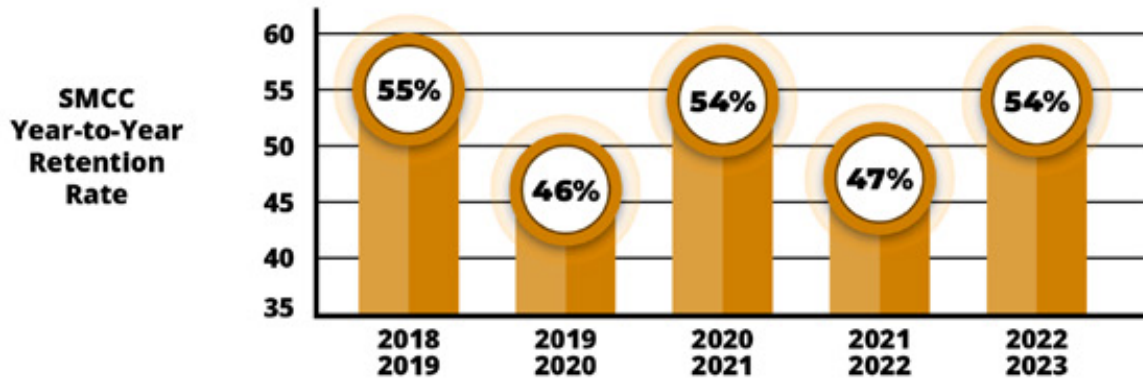
Strategy 2:

Remove Barriers

College Goal 2.1: SMCC retains and supports students to reach their academic, personal, and/or professional goals.

Activity 2.1.A: Identify and achieve college determined optimal retention rates while decreasing equity gaps.

KPI 2.1.A: Increase annual retention rates from 54% to 69% by June 30, 2027.





STREAMLINE THE EXPERIENCE

Strategy 2:

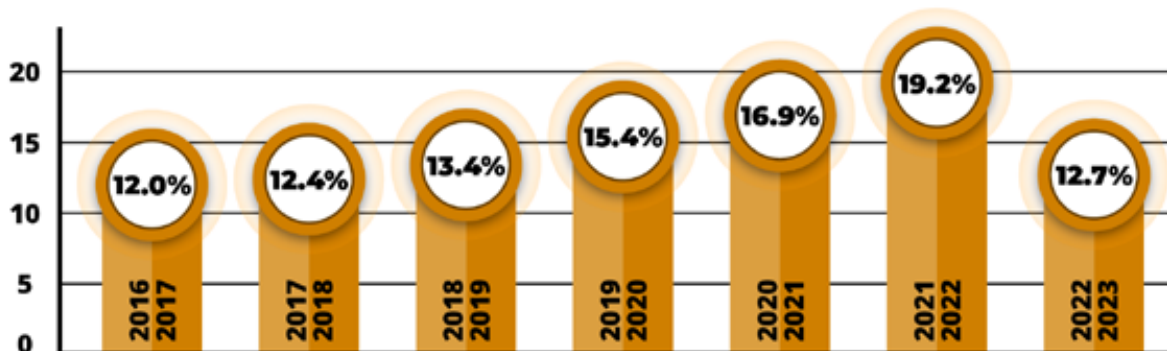
Remove Barriers

Milestone 2.1.A.1. Conduct in-class visits to offer on-the-spot enrollment for continuing students for the upcoming semester.

Milestone 2.1.A.2. Increase retention of adult learners by 5% by June 30, 2027.

Milestone 2.1.A.3. Reduce course withdrawal rates by 5% by June 30, 2027.

SMCC Academic year, non-completion: W grades



Milestone 2.1.A.4. Conduct at least one personalized early outreach attempt per semester to all students to connect students with resources and assist with future enrollment, excluding dual enrollment by June 30, 2027.

Milestone 2.1.A.5. Host at least 10 culturally responsive engagement events per semester through June 30, 2027.

Milestone 2.1.A.6. Increase awareness of tutoring services by embedding promotional and instructional videos in Canvas and websites, visiting classes, and emailing students at critical points in the semester by August 2025 through June 2027..

Milestone 2.1.A.7. Increase awareness, engagement, and enrollment by supporting departments, divisions, and programs with digital and physical advertising, and marketing efforts through June 30, 2027.



SOUTH MOUNTAIN COMMUNITY COLLEGE

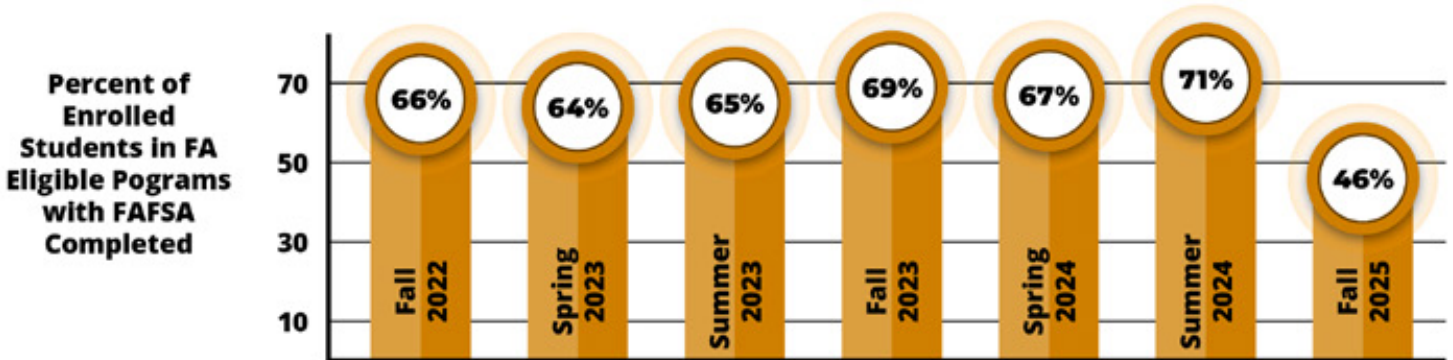
SEM PLAN

STREAMLINE THE EXPERIENCE

Strategy 2:

Remove Barriers

Milestone 2.1.A.8. Financial Aid will contact students with outstanding FAFSA checklist items at least three times through three communication channels (text, call, email) to assist them in securing funding via FAFSA, scholarships, payments or payment plans, grants, or other opportunities, aiming to boost FAFSA completion rates year over year through June 30, 2027.





STREAMLINE THE EXPERIENCE

Strategy 3:

Mission Accomplished

College Goal 3.1: SMCC graduates and transfers more students.

Activity 3.1.A. Identify and achieve college determined optimal completion rates while decreasing equity gaps.

KPI 3.1.A. Increase annual graduation/transfer rates from 22% to 35% by June 30, 2027.

Milestone 3.1.A.1. Implement Ad Astra to assist with strategic class scheduling designed to facilitate program completion for students by Fall 2025.

Milestone 3.1.A.2. Contact students who have accumulated 45+ credits who are not enrolled in proactive graduation pathways via call, email, and text messages to enroll students towards completion and assist them with graduation applications through June 30, 2027.

Milestone 3.1.A.3. Increase workshop programming for students to engage in career readiness and work-based experiences by 50% by June 30, 2025.

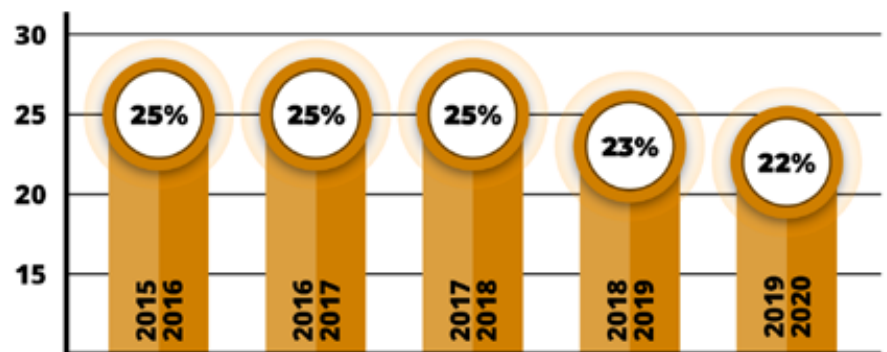
Milestone 3.1.A.4. Increase individual student appointments in career services 10% by June 30, 2025.

Milestone 3.1.A.5. Enhance student connections to university transfer partners and raise awareness of the transfer process by developing marketing and communication plans through June 30, 2027.

Milestone 3.1.A.6. Increase direct student interactions with university transfer partners by hosting a university transfer fair each semester through June 30, 2027.

Milestone 3.1.A.7. Increase growth in the number of students visiting university transfer partners by 10% annually through June 30, 2027.

SMCC Graduation/Transfer Rate (Within 3 Years)



SMCC University Transfer Rate (Within 3 Years)

