KENNEDY-KING COLLEGE

STRATEGIC ENROLLMENT MANAGEMENT PLAN
2019-2022

Inspiring Innovation for Equity and Impact

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Strategic Enrollment Management Plan 2019-2022

Message from the President

This initiative marked an important milestone, as it is the first strategic enrollment management (SEM) plan in the history of Kennedy-King College (KKC). As the President of KKC, it was an honor to participate in this historic and vital collaborative process with inclusive representation of faculty, staff, administrators, and students. I want to thank the KKC Strategic Enrollment Management Planning Advisory Committee (SEMPAC) members for their hard work and dedication to developing and implementing the 2019-2022 SEM Plan. This data-informed plan will occupy a significant role in strategically guiding the College's marketing, recruitment, enrollment, retention, and completion efforts. In essence, this SEM Plan will seek to foster optimum student access and success. As a result, the College will provide a structured SEM framework that will strategically promote direct pathways and opportunities for socio-economic mobility and social equity.

In addition, the SEM plan will foster crucial fiscal stability at the campus level. Like many public community colleges, KKC in recent years has endured consistent and unprecedented patterns of declining state funding support, which has resulted in significant budgetary constraints. Furthermore, like numerous public two-year institutions, Kennedy-King College has encountered steady enrollment declines at the very time that state funding support dwindled. Hence, the College is enduring the perfect fiscal storm. Needless to say, enrollment generated revenue is vitally important, and the financial implications of SEM are very evident, given that effective strategic enrollment and retention management initiatives can positively impact KKC's fiscal health and capacity to serve students and the community. Thus, a successful SEM plan can generate more tuition and fees, which are the primary drivers of many public community colleges' revenues, while more importantly improving student access, success, completion, and equity.

Kennedy-King College, like numerous higher education institutions, has become more SEM conscious. KKC recognizes that the "New Fiscal Norm" has dramatically changed the public higher education landscape, and the College must evolve accordingly. Strategic enrollment management provides the framework for such change. To that end, the SEM process requires KKC to make strategic decisions that are data-informed to ensure that the College is meeting the needs of students, community, and business and industry partners. Hence, Kennedy-King College must be willing, able, and flexible enough to respond to the needs of such stake holders. KKC is dedicated to embracing a culture that is SEM focused and data informed. We are very optimistic that the SEM plan over time will begin to reverse the downward enrollment trend that KKC has experienced during the past several years and allow the College to optimize student access and success while actively fostering equity and socio-economic mobility. Through the SEM plan and an integrative strategic planning framework, Kennedy-King College will strive to serve as the catalyst for change in the community and in the lives of the students it serves.

Sincerely,

Dr. Gregory Thomas
Kennedy-King College President

Message from the Dean of Enrollment Management

Kennedy-King College (KKC) embarked on Strategic Enrollment Management (SEM) planning in February 2019 supported by the presidential leadership and guidance of Dr. Gregory Thomas. The journey through the KKC SEM process was inclusive and transparent, with many trusted and respected voices from the campus, providing input and ideas.

The Strategic Enrollment Management Planning Advisory Committee (SEMPAC) generated palpable energy and enthusiasm for this work, and the commitment from each member was awe-inspiring, week after week. Tremendous bonds were formed over discussions regarding equity and enrollment as we respectfully unpacked many critical and honest topics regarding the future of the KKC campus.

This exciting process of SEM planning will remain a sustainable practice on the Kennedy-King College campus as we focus on our resolve to do better, to shine brighter, and to be bolder in our goal-setting, initiatives, and strategies moving forward. Innovation is possible when we inspire pride and excellence on our campus and in our community to make a sustainable impact.

This year as KKC celebrates 50 years of academic excellence in the Englewood Community as one of the seven City Colleges of Chicago it is more critical than ever that we chart a strategic path for our continued future as an educational staple on the south side. Our campus has welcomed students from all backgrounds and walks of life to succeed while providing a supportive learning environment, creative teaching strategies, and pathways that lead to tremendous opportunities. However, we have more to achieve in the next three years as we focus on enrollment growth and student success. Let us seize the opportunity to show our region the impact a Kennedy-King College education can have on the upward mobility of our students and community and to be recognized as a premier educational provider and workforce engine.

Please join us in this exciting new chapter in KKC's history as we help students to dream bigger, do greater, and be here, as we work to build on our legacy.

Sincerely,

Tonishea Terry-Jackson
Dean of Enrollment Management
KKC SEMPAC Co-Chair

Executive Summary

Kennedy-King College (KKC) formed a Strategic Enrollment Management (SEM) Planning Advisory Committee (SEMPAC) to create the first SEM Plan in the history of the campus. SEMPAC represents a diverse cross-section of the campus community, comprised of faculty, staff, administrators, and students. The results of that transparent and inclusive collaborative effort are illustrated in the KKC SEM Plan.

The SEM Plan represents Kennedy-King College's commitment to moving the campus forward by fostering excellence in teaching, learning, scholarship, student-centeredness, and civic engagement through an equity lens. As Kennedy-King College embarks on its 50th anniversary, the campus looks ahead to a changing landscape in higher education as new global and local realities take shape. Some of the challenges that KKC faces include demographic and population shifts, increased competition for students, and unprecedented patterns of declining state funding support.

The future of the next generation depends on its ability to educate, empower, and expose students and the community to the tremendous resources available at KKC for meeting the changing workforce needs of tomorrow. KKC will tackle this endeavor while serving students who have the highest rate of food insecurity, housing insecurity, and homelessness in comparison to students enrolled in any other two-year college in the State of Illinois (#RealCollege Survey 2018).

The urgency for this SEM Plan is in direct response to declining enrollment, retention challenges, and issues of educational equity that our campus currently faces. KKC has a responsibility to chart a new path with simple but significant goals in mind:

KKC Strategic Goals

I. Enhance Marketing Outreach and Brand Awareness to Improve Recruitment and Enrollment Growth
II. Promote Optimum Student Access, Retention, Completion, and Equity
III. Cultivate Community Engagement and Leverage Corporate Partnerships
IV. Diversify Funding Sources while Maintaining Fiscal Prudency

This KKC SEM plan focuses on Equity and Inclusion to support shared responsibility and accountability for enrollment. The SEM Plan is a living document that is designed to be reactive to shifting environmental factors, such as funding, demographic changes, or unanticipated enrollment variations.

KKC's Mission, Vision, and Core Values

The Mission, Vision, and Core Values of the institution drive the need for a Strategic Enrollment Management plan and its goals.

MISSION

Kennedy-King College is dedicated to providing high quality, comprehensive, accessible education, and training opportunities that respond to changing community needs and enable individuals to reach their full potential and successfully compete in the global marketplace. Kennedy-King College is committed to improving student learning in all programs and services through an ongoing comprehensive assessment process.

VISION

Kennedy-King College will offer rigorous academic programs, meet the needs of the local workforce, cultivate the values of sustainability, and demonstrate an awareness of its responsibilities in a global society.

CORE VALUES

- Learning
- Excellence
- Accessibility
- Respect
- Integrity

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Introduction

The SEMPAC included representation from key stakeholder groups and was charged with providing input and recommendations to the President and Cabinet-Level leadership regarding planning and the implementation of SEM strategies and goals. The SEMPAC focused on developing and implementing best practices so that KKC can become more efficient and strategic, regarding enrolling and retaining students. The KKC SEM planning process is aligned with the College's mission, vision, and strategic priorities, demonstrating the College's strong commitment to integrated planning and long-term institutional effectiveness.

Colleges and universities across the country are embracing and practicing strategic enrollment management to improve student enrollment and retention but also in response to the increased demand for public accountability in higher education. Strategic enrollment management planning can provide an essential roadmap for an institution's enrollment, retention, and overall fiscal viability. These SEM objectives are accomplished by analyzing and evaluating programs and processes involving each stage of the enrollment funnel, including how student interactions are processed. KKC must seek to develop and foster a campus culture that not only collects data, but is informed by data, and uses that data to understand trends to drive strategic responses. Consequently, the data then guides decision-making that aligns with our mission and values while allowing us to adapt to the emerging needs, demands, and shifts of the current higher education landscape.

The SEM Plan will help KKC to navigate the complex challenges of an ever-changing and competitive higher education market with intentionality for the future of our campus. The SEM process can position KKC to continue to compete in today's complex and shifting postsecondary paradigm.

Illustration of Best Practice Planning

Commitment to Equity and Inclusion

Kennedy-King College has a mission-driven commitment to equity and inclusion, as evidenced by our diverse student population. The importance of the work at KKC goes beyond our classrooms and beyond our local community. KKC serves as an indispensable asset in the region to increase and preserve access to higher education, particularly for students of color, low-income, and other historically underrepresented backgrounds. As a Predominately Black Institution (PBI), KKC provides students who may not otherwise have access to higher education with academic and skill building options that fuel national economic and workforce demands.

Predominantly Black Institutions (PBIs) Defined

Predominately Black Institutions (PBIs) were first recognized by Congress in 2007 and were incorporated into the reauthorization of the Higher Education Act (HEA) in 2008. PBIs are defined as institutions with a minimum undergraduate enrollment of 1000 students, 40% full-time enrollment (FTE) are African American and 50% of full-time degree seeking students are low-income or first generation college students.

(Higher Education Act of 1965, Amended 2008, Title III, 20 U.S.C. §1136a)

Despite years of national and local policy efforts, there are still disparities in college access, enrollment, and completion among low-income students who are disproportionately African-American and Latinx. Student equity should ensure that educational opportunities are equitable regardless of race, gender, age, disability, or economic circumstance. However, equality does not mean equity.
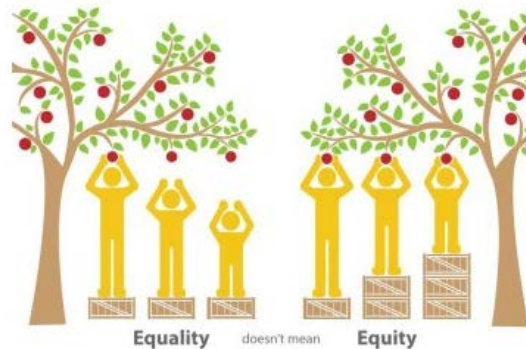
Kennedy-King College was diligent and deliberate in our Strategic Enrollment Management planning process to embed student equity and inclusion into all aspects of our SEM goals, priorities, and targets. The KKC SEM Plan integrates and identifies if there is an equity impact on all strategies and action items across the student life cycle.

Equity and Inclusion Goals

- Foster Student Access and Success
- Enhance Financial Literacy and Affordability
- Build a Collaborative and Inclusive Culture

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Kennedy-King College's SEMPAC Mission and Priorities

SEMPAC Mission

To develop and implement a comprehensive, college-wide three-year SEM plan and framework for Kennedy-King College.

SEMPAC Priorities

SEMPAC Priorities

- Foster Enrollment Growth
- Enhance Retention
- Improve Completion
- Increase Marketing Efforts
- Increase Process Efficiency
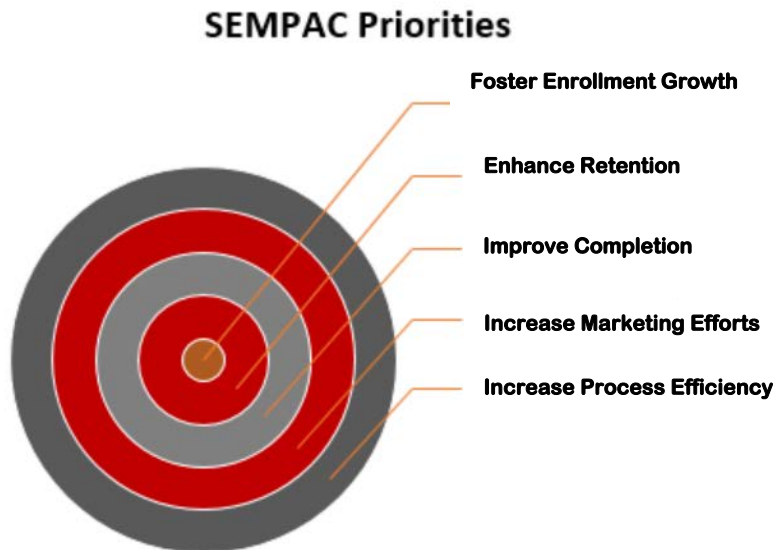
SEMPAC Charge

The SEMPAC charge included the following:

- Exploration of the historical understanding of SEM

Review and Analysis of
- o enrollment funnel and pipeline initiatives
- o KKC's ten-year enrollment demographic trends for each instructional area
- o Campus-wide SWOT
- o Environmental Data that includes local, regional, and state census data; as well as population trends with regards to age, ethnicity, gender, and other demographic information
- o Local, regional, and state vocational and workforce needs
- o Retention data for a 3-year cohort at KKC
- o Course success trend data from the overall highest enrolled courses
- o Enrollment trend data from the highest enrolled gateway and developmental courses
- o Student satisfaction data, and student focus group results from specialized research
- Develop and implement a comprehensive, college-wide three-year SEM plan and framework for KKC

The SEMPAC consists of a very diverse cross-section of KKC employees representing the major divisions of the College. The broad range of representation was designed to foster inclusion, collaboration, transparency, and to allow input from staff, administration, and faculty. KKC placed a premium on faculty, staff, and student feedback in the development of this initiative via direct participation from various campus community members. Given the paramount importance of the work of this committee, the President thought it was important that each Cabinet member serves on the SEMPAC and he chair the SEMPAC, along with the Dean of Enrollment Management, who served as co-chair. Through the SEM SharePoint website the SEMPAC actively seeks to inform members through surveys and campus-wide meetings. The SEMPAC membership represents twelve executive cabinet members, eleven student services staff, ten faculty, four student liaisons, and four district partners.

SEMPAC 2019 Membership

Chair: Dr. Gregory Thomas, President

Co- Chair: Tonishea Jackson, Dean of Enrollment Management

Cabinet Members:

Eddie Phillips, Vice President
Baha Awadallah, Executive Director - Business Operations,
Patrick Gipson, Director - Strategic Initiatives
Jacqueline Hester, Director – Community Education
Henry Horace, Dean-Adult Education
Lucretzia Jamison, Dean- Dawson Technical Institute,
Darby Johnsen, Dean-Instruction,
Marshall Shafkowitz, Dean- Washburne Culinary Institute
Lonnie Washington, Director of Information Technology

SEMPAC Members:

Abe Thompson, Operations Director-WKKC, Instructor
Anthony Stoll, Tutor
Ashleigh Ballard, Director - Financial Aid,
Christine Basco, Manager- IT,
Daniel Forbes, Tutor - Academic Support
Dorothy Hill, College Recruiter
Dr. Enid Wells, Asst. Professor, Media Communications
Falechia Turman, Instructor/Lecturer
Dr. Gene Smith, Asst. Professor, Music
Giano Cromley, Asst. Professor, English

Gregory Beachey, Assoc Dean Washburne Culinary Institute
Jacqueline Graham- Sylvestal, Asst. Professor,
Kira Humphrey, College Recruiter
Kenyon Douglass, Director - Transfer Center
Leslie Jones, College Administrative Assistant
Lisa Cockerham, Project Director DTI
Lucy Barahona, Adult Education Coordinator
Michael Johns, Director-Student Activities
Renodder Holder-Brown, Perkins Coordinator
Robert Graham, Director - Auxiliary Services
Rolondo Chacon, College Advisor
Tanisha Earwin, Early College Coordinator
Warren Edwards, College Advisor
Dr. Zalika Landrum, Assoc Dean-Student Services

Student Representative(s)

Monique Harvey- Student Government Vice President 2018-19
Vashon Jordan Jr. - KKC STAR Scholar Ambassador
Glenda Flores- KKC STAR Scholar Ambassador
Lyne Baimey- KKC STAR Scholar Ambassador

City Colleges of Chicago District Members

Christian Collins, VC, Institutional Effectiveness
Melissa Champs, Director - Admissions and Recruitment
Melvin Allen, AV C - Enrollment Management
Nathaniel Ward, Community Affairs Liaison

Strategic Enrollment Management Planning Overview

SEM Defined

"A comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where optimum is defined in the academic context of the institution."

(Dolence, Strategic Enrollment Management: A Primer for Campus Administrators)

The Need for SEM

The "academic context" for KKC is found in its Mission, Vision, Core Values and Strategic Goals. Furthermore, "optimum" enrollment, retention and graduation for KKC are grounded in a state of balance between the community's educational needs, student success, and the College's financial stewardship and capacity. The final consideration in the Optimum Enrollment Model is the environment or more specifically, the current and expected competitive, political, and socio-economic patterns.

The Optimum SEM Model Environment:

- Community Needs
- Student Success
- Capacity
- Financial Stewardship

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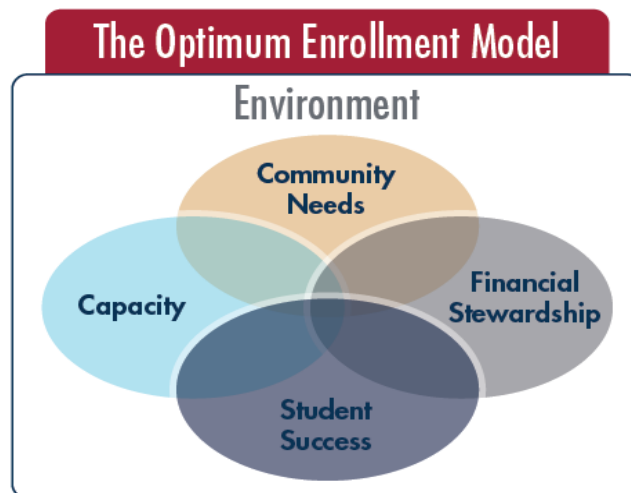
Due to internal and external factors, the enrollment at KKC has been steadily decreasing in recent years, following the College's enrollment peak during the Great Recession. The declining enrollment, coupled with the State's budget situation, has resulted in a greater reliance on enrollment and tuition to support the College's operations. With regard to external factors, the significant reduction in state funding support makes offering new programs, maintaining and adding facilities and keeping pace with changing technology needs, extremely challenging. Such circumstances can negatively impact enrollment. Furthermore, the improved economy that followed the Great Recession also impacted enrollment, as enrollment traditionally tends to decline during times of sharp economic upswings.

Furthermore, the Englewood community has experienced continuous population loss for decades. KKC recognizes that there are actions that can be taken by the College to improve student recruitment, retention, engagement, persistence, and completion efforts. The College is committed to holding itself accountable for making necessary SEM enhancements that are within its power and scope.

KKC acknowledges that for the foreseeable future, public higher education will continue to encounter an uncertain financial future as a result of fluctuations in the economy, changes in federal and state funding support, and declining high school enrollments. To further complicate matters, the traditional challenges community colleges have historically encountered will persist: to include meeting the needs of underprepared students while serving an increasingly diverse student body with many different needs. It is more important than ever to have a strategic plan to set future enrollment strategies.

SEM Process Objectives

The purpose of this initiative is to develop a comprehensive and action-oriented SEM plan that will increase student access, success, and completion by providing quality, equitable, relevant, and high-demand educational programs, support services, and processes that prepare students to transfer to a four year higher education institution or enter the workforce.

The following fundamental questions were answered in the process of developing the SEM Plan:
- What is KKC's current student profile in terms of enrollment, retention, age, gender, race, transfer-out, and graduation rate?
- What is the significance and implications of the community's demographic changes for the KKC main campus and its satellite campus?
- What special populations should KKC target for recruitment?
- Is the College in need of a comprehensive and integrative marketing and advertising plan?
- What marketing and advertising strategies should be utilized to pursue target student populations?
- What is the profile of current academic and career programs? How relevant, effective, and efficient are they?
- What are the current and emerging labor market demands, trends, and employment outlooks?
- What are the internal and external constraints that could prevent us from meeting the current and emerging needs of students?
- What are the College's strengths, weaknesses, opportunities, and threats (SWOT) that could prevent it from meeting the current and emerging needs of students?

- What are the processes and policies that warrant enhancement to serve students better?
- What are new initiatives or interventions that need to be utilized to meet the current and emerging needs of students?
- How can we ensure proper allocation and alignment of fiscal resources to meet students' needs?
- What technology enhancements are necessary to support strategic enrollment management?
- What new partnerships can be developed, cultivated, or leveraged that will foster organic enrollment growth and resource support?

<p align="center" style="color:maroon">SEM Planning Process Principles</p>

KKC's SEM planning process was guided by the following principles and focused on:

- Mission, Vision, and Core Values of the College
- Access and Student Success
- Quality and Equity
- Processes and Results
- Data Collection and Data Analysis
- Inclusion and Input from Diverse Stakeholders
- Feasibility and Impact of Initiatives
- SEM as Integral to Strategic Planning

The SEM Planning Process

<p align="center" style="color:maroon">The Seven Phase SEM Planning Model</p>

Developing KKC's SEM Plan included a seven-phase planning model as visualized below:

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<h1 style="text-align:center">Phase I - The Plan to Plan</h1>

In this phase, the institution committed to the SEM planning process and received support from the College administration:

- Selected Committee Members
- Determined Meeting Frequency
- Established Framework and Committee Charge
- Selected Data Analyzation to be Discussed
- Ensured Involvement of District Decision Support and Campus Strategic Initiatives Director

Kennedy-King College spent many months intentionally planning to plan for the SEM process. KKC introduced a planning model that included executive leadership within the SEMPAC and divided into six working groups within the SEMPAC. KKC determined that it was best to leverage the larger SEMPAC as a collective brain-trust as a means to break down silos and barriers among faculty staff and administration.

KKC ensured the process was inclusive and used best practice SEM methods. It was important that the process did the following:

- Inspired a college-wide emphasis on the student experience
- Actively engaged the academic community in SEM planning and a culture of change
- Demonstrated visible support for the SEM process through active engagement at all levels

<h1 style="text-align:center">Phase II - The Institutional Framework</h1>

In this phase, KKC tackled the SEM planning process before the Strategic Planning process due to the current state of declining enrollment and retention challenges. The urgency for SEM planning at KKC was far too critical:

- Launched the SEM Committee in Spring 2019
- Disseminated Framework and SEM Committee's Charge
- Discussed SEM Planning in Relation to Mission, Values, Vision, and Strategic Plan Goals

<h1 style="text-align:center">Phase III – The Data Interpretation</h1>

In this phase, the SEMPAC reviewed extensive internal trend data as well as external environmental data and analyzed its meaning and relevance to the enrollment and retention challenges at KKC. This phase was the heart of the KKC SEM process, discussions, and activities to build a culture around data-driven decision making. The work of reviewing and analyzing the data and identifying implications was divided among eleven meetings.

In this phase, SEMPAC members explored the institution's internal and external strengths, weaknesses, opportunities, and threats (SWOT). In January during the City Colleges of Chicago's District-wide SEM kick off meeting, a small delegate of the KKC SEMPAC completed a mini-SWOT. As a follow-up, the KKC SEMPAC conducted a full campus SWOT and completed a series of exercises to flesh out a more detailed analysis. The SEMPAC spent time exploring and discussing ways to capitalize on strengths, overcome weaknesses, leverage opportunities, and counter the threats facing KKC.

SWOT Activity in Action

After a series of deep-dive activities, the SEMPAC compared the highest priority strengths with the highest priority threats and discussed ways to reduce the probability of threats by leveraging strengths. The SEMPAC ranked the SWOT results as a group to guide goal setting and strategy development.

In this phase, the SEMPAC established broad strategic priorities and goals to address the entirety of the Student Lifecycle at KKC.
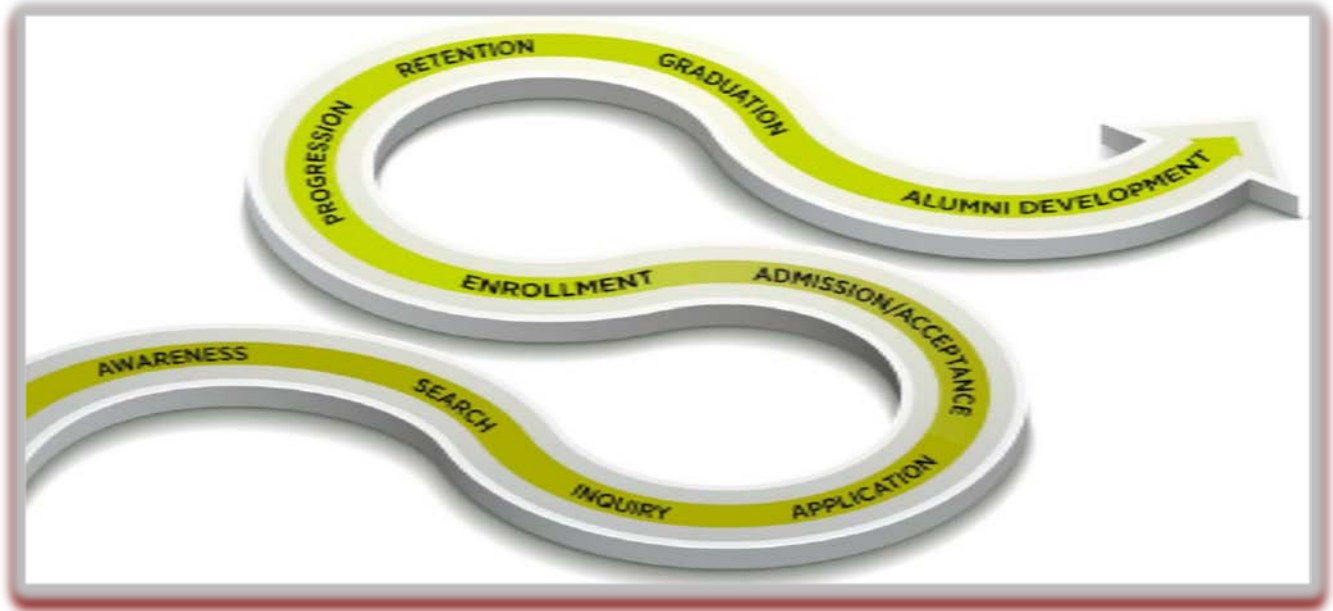
Step 1:
To facilitate a focused review of data and discussions, and to identify issues and corresponding strategies to address these issues, the SEMPAC established six groups which tackled topics related to recruitment, retention, marketing, and academic offerings. Each group continued SWOT discussions to provide robust insight to the larger committee that further informed strategy development regarding critical issues.

Step 2:
The full SEMPAC met continuously to discuss and finalize critical issues and strategies to be considered in the SEM Plan. As a way to collect and maintain strategies and goals, SEMPAC members submitted ideas to an initiatives inventory on the SEM SharePoint site.

Step 3:
A SEM Plan Writing Subcommittee was established to flesh out strategies and actions to address the key SEM issues identified by the SEMPAC.

Step 4:
The full SEM Committee will be reconvened to review the SEM Plan and finalize and adjust targets as needed.

Step 5:
The President, Cabinet, SEMPAC, and Chancellor will review and approve the KKC SEM Plan.

Phase VI - The Implementation

In this phase, the SEM plan will be institutionalized and adopted by the College, and resources will be allocated to implement the SEM plan and assess its effectiveness. This Phase requires financial resources, infrastructure, time to complete and opportunities to monitor progression. The fiscal capacities of the KKC SEM Plan will be regularly reviewed and the progress routinely monitored by a new standing committee called the Strategic Enrollment Management Steering Committee.
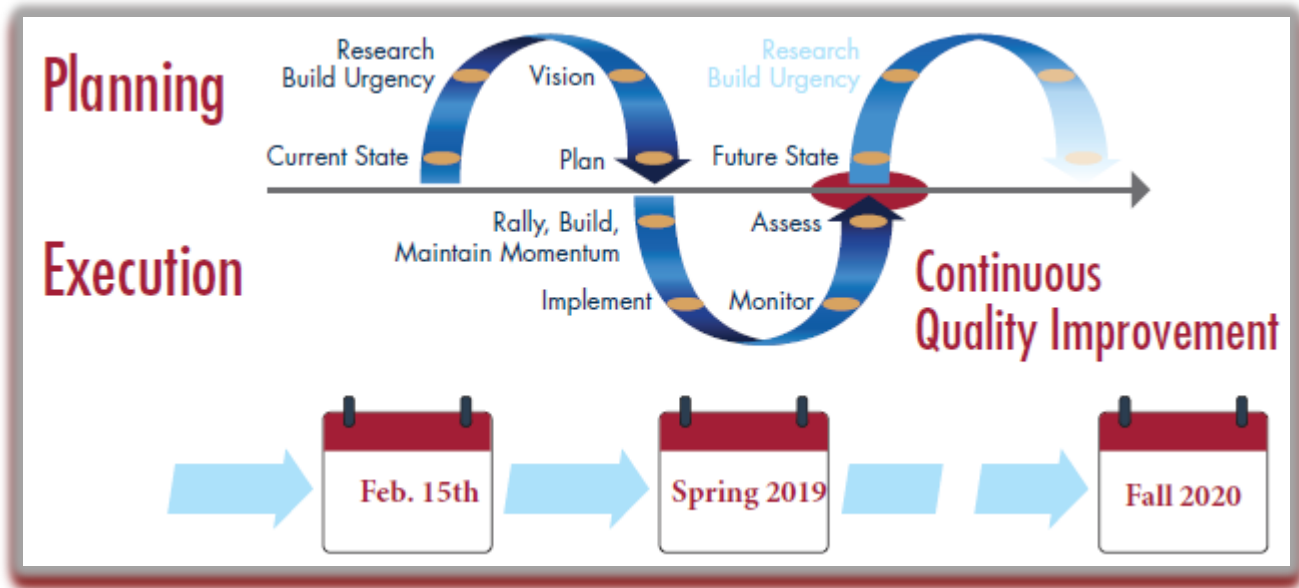
Phase VII – The Development of the SEM Steering Committee

This final phase of the SEM planning process ensures implementation, accountability, and monitoring via the SEM Steering Committee for continuous improvement.

KKC Pathway for Student Access, Retention, Completion, and Equity

Following an extensive evaluation and analysis of internal and external data, strategies, and action steps the KKC SEM Plan used *The Loss and Momentum Framework* as adapted from Completion by Design. The model was developed via the efforts of leading community college SEM leaders. The research of the Center for Community College Student Engagement (CCSSE) Study makes it very evident that an engaged student is a successful student. *The Loss and Momentum Framework* is an institutional student engagement approach wherein the college develops and implements strategies to intentionally connect with prospective students from the very first entry point through college completion.

<p style="text-align:center; color:#c0185c;">KKC Access and Success SEM Pathway Model</p>

KKC adopted *The Loss and Momentum Framework* as the conceptual guide to develop and implement the KKC SEM Plan and the creation of the College's Access and Success Pathways Model.

The following are considered five critical components of the process:

1. Providing students with an informative and robust college entry experience through early strategic marketing, outreach/connection, and orientation
2. Creating a clear and seamless enrollment pathway
3. Integrating student support services
4. Engaging students in and outside the classroom environment
5. Establishing high expectations for student performance to promote and sustain student success

The use of *The Loss and Momentum Framework* will help the College to meet the SEM needs and the development of the KKC Access and Success Pathway Model (see below).
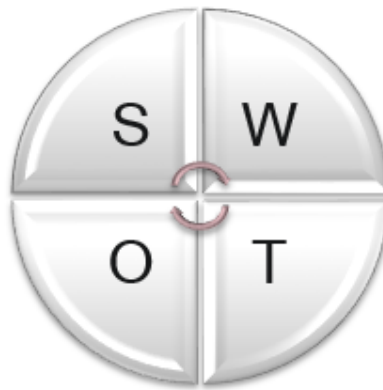

Kennedy-King College Access and Success Pathway Model
Momentum Strategies

Marketing	Recruitment	Matriculation	Persistence	Completion
Connection		**Entry**	**Progress**	**Completion**

• Work with the District Marketing & Communications Department to develop a KKC integrated marketing plan to increase brand awareness and brand identity.
• Work with the District Marketing & Communications Department to develop a college-level recruitment view book that provides a general overview of all programs, including centers of excellence.
• Work with the District Marketing & Communications Department to create a new student decision packet with clear next steps for enrollment.
• Work with the District Marketing & Communications Department to enhance social media marketing and brand awareness with a digital marketing and social media plan.
• Work with District Marketing & Communications Department to improve outreach to target markets including adults (non-GED), Latinx populations, veterans, returning citizens, centers of influence (i.e., counselors and parents).
• Work with District Marketing & Communications to strengthen campus visibility in the community with strategic marketing assets.
• Work with District Marketing & Communications to create a robust cadence of marketing collateral for each stage of the enrollment funnel.
• Work with District Marketing & Communications to increase strategic marketing of the college, academic programs, and student engagement across multiple media platforms to include:
  • Social media,
  • Radio
  • Bus Ads,
  • Digital E-Boards
  • Digital Platforms at "EL" stops on Red & Green line
  • TV
  • Mobile Media (Xfinity mobile Direct TV
  • Music streaming platforms: Spotify, Pandora, IHeart radio
	• Work with the District Marketing & Communications Department to build effective communications plans for prospective students at each stage of the enrollment process.
	• Create a robust visit program for students to tour, meet current students, and learn more about KKC.
	• Conduct consistent Open House programming to promote KKC.
	• Work with CPS and other high school stakeholders to better align high school counselor outreach with campus activities.
	• Work with District Marketing and Communications to build a more tailored recruitment experience and awareness of our programs to serve adult students better.
	• Create Recruitment programming in the evening, on-site at schools and non-profit organizations to make it easier for students to get started.
	• Work with District Marketing and Communications Department to increase awareness of the KKC application process, testing requirements and ways to pay (i.e., Financial aid, payment plans).
	• Increase partnerships with organizations and non-profit stakeholders that serve target populations.
	• Work with the Marketing & Communications Department to develop brand identity standards about the value proposition of a KKC education.
	• Increase targeted population recruitment.
	• Examine the efficacy of the Qnomy ticketing system.
		• Add new high demand programs and courses to grow enrollment to provide equity to career pipelines.
		• Increase enrollment of traditional high school students by promoting the Chicago STAR Scholarship program.
		• Increase the number of Student Ambassadors t to help new students navigate the enrollment process.
		• Develop on-going -counseling efforts to help prospective students begin the application process through to enrollment.
		• Create a Mandatory Orientation program for all first time full-time students.
		• Maintain an "intrusive" advising model for students in the first 0-30 credit hours.
		• Develop a Peer Advising model to support more students from targeted populations with current students.
		• Offer flexible course delivery options to meet the needs of part-time and adult students.
		• Work with the District Marketing & Communications Department to develop intentional marketing efforts to promote the further education of students who receive certificates from KKC.
		• Increase student engagement opportunities during "Welcome Week." Sponsored by SGA.
		• Develop on-going FAFSA workshops for new and returning students to apply and complete financial aid.
		• Develop on-going Workshops to assist students who are selected for verification by the US Department of Education to understand the steps needed to complete the process.
		• Create a robust mentoring program to support first year students in their transition to college.
		• Redevelop the college success course to better serve and support new students in their successful transition to college.
		• Build a more seamless bridge from Adult Education to both Continuing Education and Credit programs.
			• Work with the District Marketing & Communications Department to promote registration term to term early and provide incentives to students who take action.
			• Work to leverage technology to increase real-time feedback and student-centered learning.
			• Improve retention of males of color through a male success initiative.
			• Develop campus-wide customer service training to improve the quality of student interactions in the student life cycle.
			• Increase Early Alert usage to monitor and share student progress before the end of the term with relevant campus stakeholders.
			• Increase scholarship opportunities to assist students who have difficulty enrolling due to financial barriers.
			• Increase partnership opportunities with social service agencies to support students dealing with:
			  • Food Insecurities
			  • Homelessness
			  • Housing Insecurities
			  • Mental Illness
			  • Environmental Trauma
			Increase student internship and apprenticeship opportunities for KKC students.
				• Maintain Mandatory "intrusive" advising for all first year students from 0-30 hours.
				• Identify policy and process barriers that impact student completion.
				• Increase Learn and Earn programs that combine credential attainment and work experience in the field of study toward career pathways.
				• Develop reverse transfer articulation agreements with four year colleges and universities to award degrees retroactively for students who leave without an associate's degree, providing them with an advantage in the workplace.
				• Build partnership opportunities with various industry leaders to provide internship and apprenticeship experiences for our students.
				• Support efforts for website review and content management.
				• College will take active steps to declare eligibility for graduation.

Top Ranked Strengths	Top Ranked Weaknesses
1. Affordability 2. Accessibility 3. Early College/Dual Credit 4. Workforce Programs 5. Wellness Center 6. Disability Access Center (DAC) 7. STAR Scholar program 8. Veteran Services 9. History/Mission/Namesake 10. WKKC Radio Station 11. Accreditation 12. Childcare Center/Lab school 13. New Stability of Leadership (right people coming together 14. Centers of Excellence 15. Dedicated Faculty Experience 16. Facilities 17. On Campus Parking	1. Customer Service (students get the run around) (6) 2. Marketing Deficiencies (poor website, no social media plan, etc) 3. Facility Upkeep (cleanliness + maintenance not inviting or fresh) 4. Staff Development (lack of accountability, complacency, performance management) 5. Poor Brand Awareness (multiple identities) 6. Lack of Diverse/Competitive Program Offerings 7. Assessment 8. Employee Retention (on-boarding, lack of staff appreciation + Dysfunctional structures) 9. Student Retention (no FYE program or Mandatory Orientation program) 10. Lack of Student Engagement (no male success initiative, no student clubs, and no student recognition process) 11. Lack of Collaboration (Silos, no cross training, lack of inclusion) 12. No Bookstore/ Spirit Store 13. Faculty/ Staff resistance to Change 14. No Recruitment Plan 15. Leadership Turnover 16. Security/Safety Campus Morale (Institutional Culture/Lack of Trust)

Top Ranked Opportunities	Top Ranked Threats
1. Expand Academic Programming Options 2. Expand Early College Programming 3. Expand Partnerships with Industry and Community 4. Build Stronger Relationships with CPS, Private schools, Charter and Alternative Schools 5. Build a seamless bridge from Adult Education to both Credit and Continuing Education programs. 6. Eliminate "Us" versus "Them" Mentality 7. Reinventing KKC's Brand Identity 8. Expand food pantry program to provide more services to homeless students. 9. Expand Internship Opportunities 10. Build Collaboration with New Englewood High school 11. Create Partnerships with Mental Health Agencies to support student needs. 12. Engage the Returning Citizens with Educational and Training Options. 13. Increase School Pride for a Stronger Campus Culture 14. SEMPAC 15. Expansion of a Student Ambassador Program 16. Increase Utilization of former WYCC Studios	1. Political Cycle and Implications of direction of CCC by New Mayor every 4 years. 2. Perception of Englewood 3. Population declines in Englewood 4. Increasing population at KKC with Trauma related issues requiring more services dedicated to their needs. 5. Negative History and Reputation of KKC to community 6. Increasing number of students entering KKC who are not "College Ready" placing in developmental math and reading has an impact on persistence and completion. 7. Enrollment-based Budgeting has direct impact on services to our students. 8. Lack of Parity between Colleges creates inequity of resources and high demand academic programs within district. 9. Sole Reliance on State Funding has impacts on the resources for our operations. 10. Poor business procedures and process flows. 11. Increased Verification Process for Students Create Barriers for students to register. 12. Lack of a Dedicated Community Liaison for KKC creates a priority gap. 13. Lack of Parity/Equity of high demand academic programs within district.

Kennedy-King College's Data Trends Summary

Kennedy-King College's current state of enrollment was assessed via a review of an institutional and environmental data scan by the SEMPAC. For the 2017-18 academic year, the typical credit student at KKC was female, African American, aged 18-24, and part-time.

Over the past decade, many changes have occurred in the geographic area served by KKC, including the steady decline of residents in Englewood. Kennedy-King College is the only service area of all seven City Colleges of Chicago losing in population. According to a recent environmental scan, it was determined that the Black community is shrinking in all of the City Colleges of Chicago service areas; however, the KKC service area has seen tremendous declines in African American residents (2012-2017).

KKC students have a higher rate of food insecurity, a higher rate of housing insecurity, and a higher rate of homelessness. *(#RealCollege Survey)* Finally, the KKC service area also has more residents without a computer and access to the internet than the state average (*CCC Environmental Scan; Northern Illinois University, Center for Governmental Studies; May 2019*).

Student Profile Snapshot

Increasingly Female and African American
Increasingly Older and Part-Time

Population Trends Snapshot

Increasing Latinx population
Losing Population in Englewood
Declines in African American Residents in the Service Area
Increase in Adult Households without Children in the Service Area

Social Economic Trends Snapshot

An Increasing Rate of Food Insecurity, Housing Insecurity, and Homelessness
An Increasing Number of Residents without a Computer and Access to the Internet
An Increasing Number of Individuals Not in School and Not Working, also Termed as "Opportunity Youth."

Population By Age – 2017
Kennedy King

Source: U.S. Census Bureau
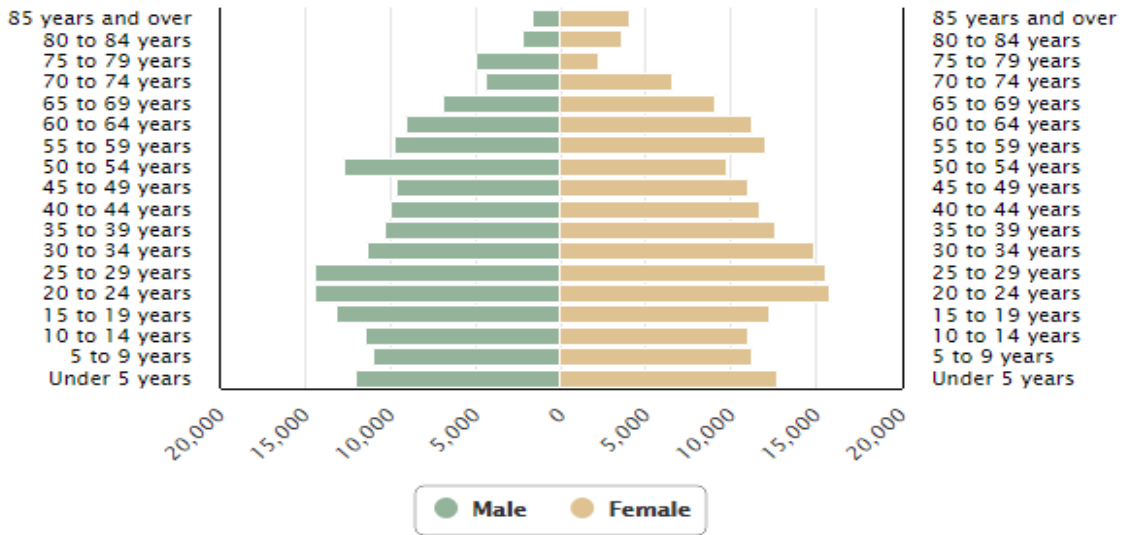
Race/Ethnicity Change 2012–2017
Kennedy King

Source: U.S. Census Bureau

Strategic Enrollment Management Plan 2019-2022

Number of Households by Income Bracket – 2017
Kennedy King

Source: U.S. Census Bureau
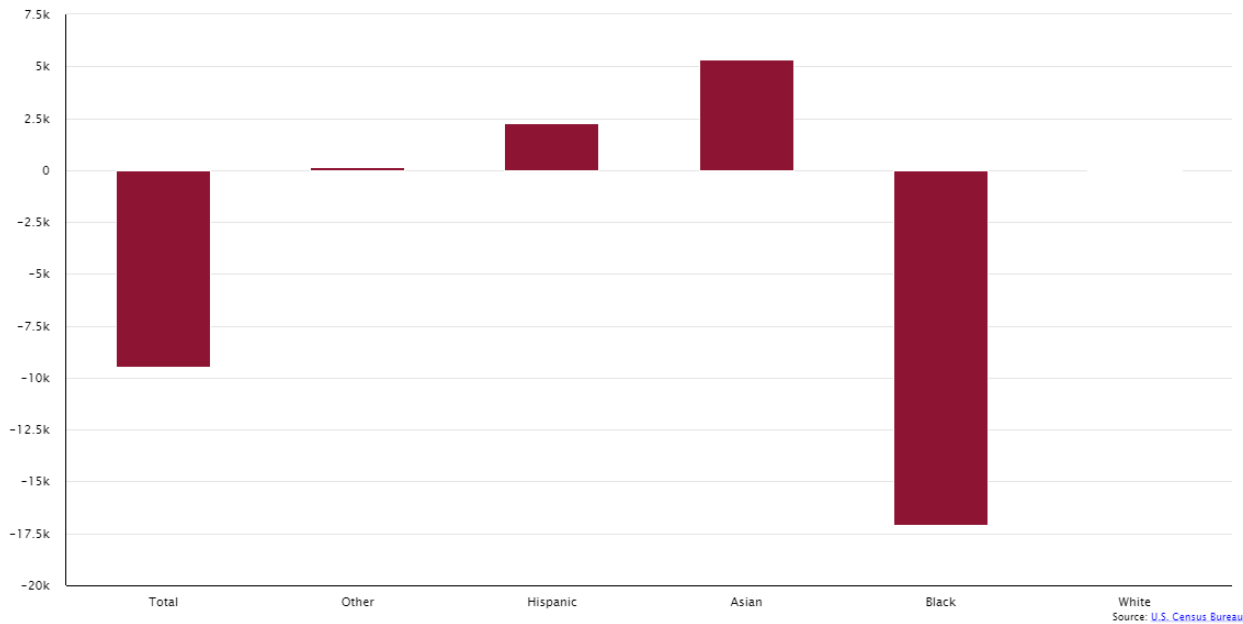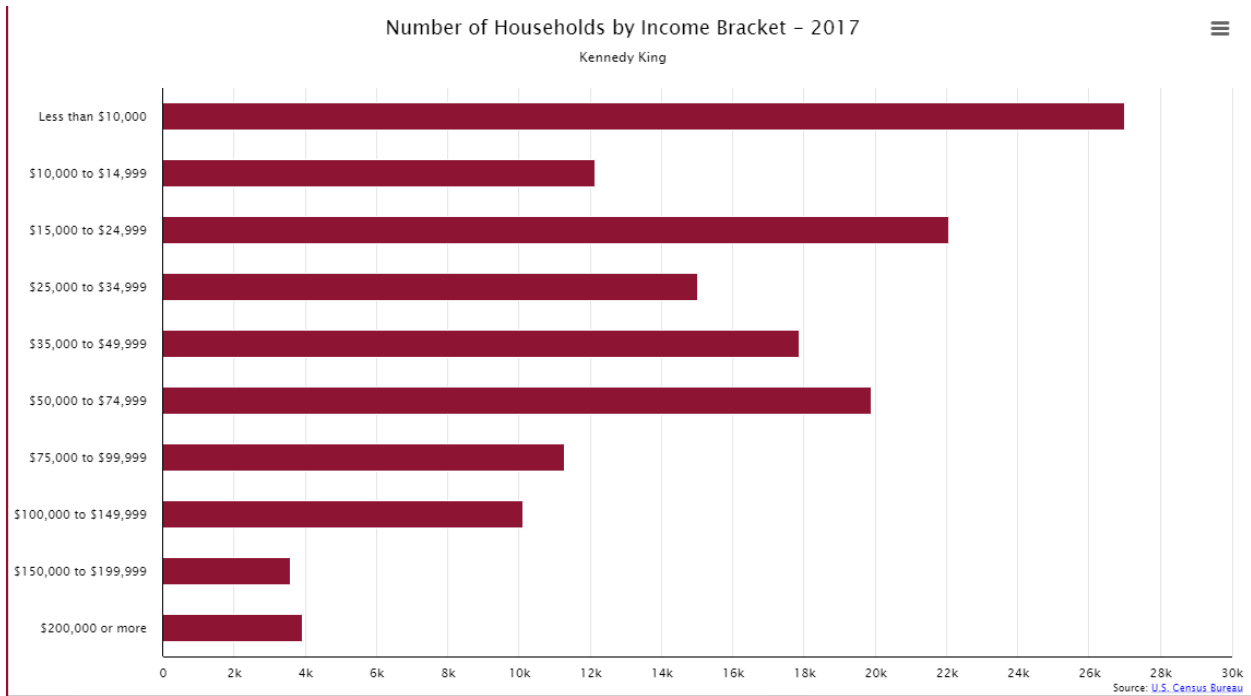
Student Performance Data in Kennedy-King Service Area

HS Graduates, Community College Enrollment and Remediation
Kennedy King

2015
HS Graduates: 2,200
Community College Enrollment: 489
Remediation: 328

HS Graduates   Community College Enrollment   Remediation

Source: Illinois State Board of Education

CITY COLLEGES of CHICAGO
Kennedy-King
Strategic Enrollment Management Plan 2019-2022
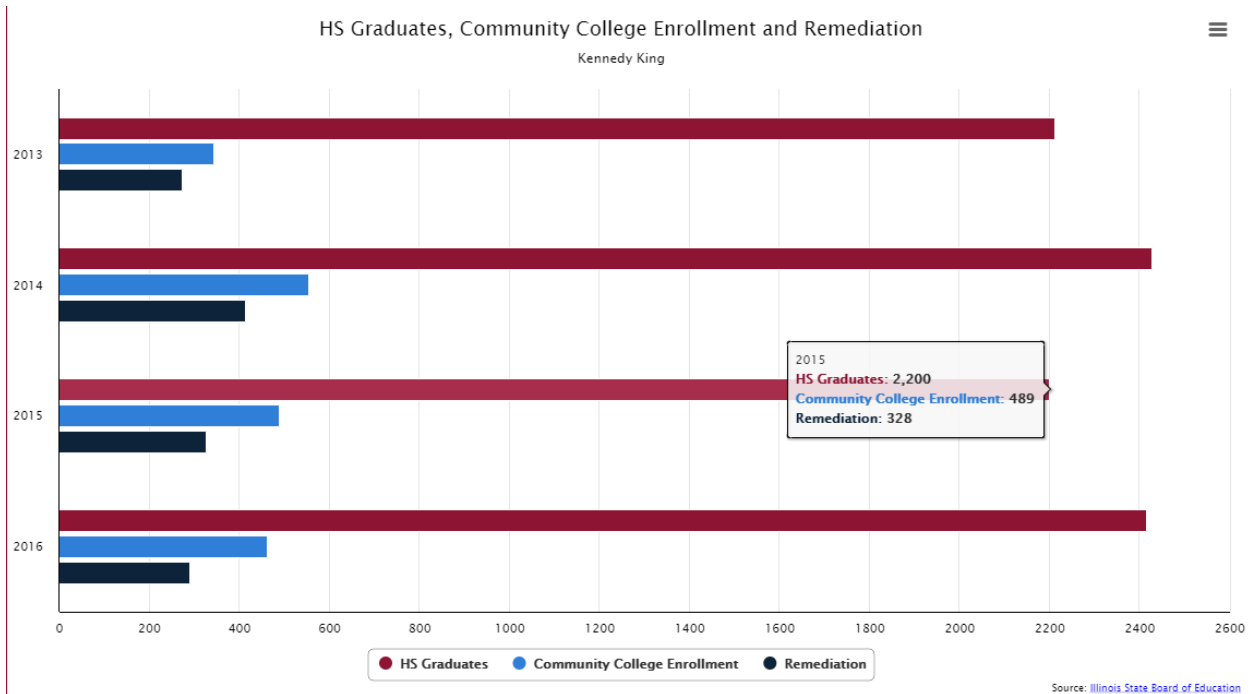
SAT Performance by Race/Ethnicity: Percent Met/Exceeded Standards – 2018
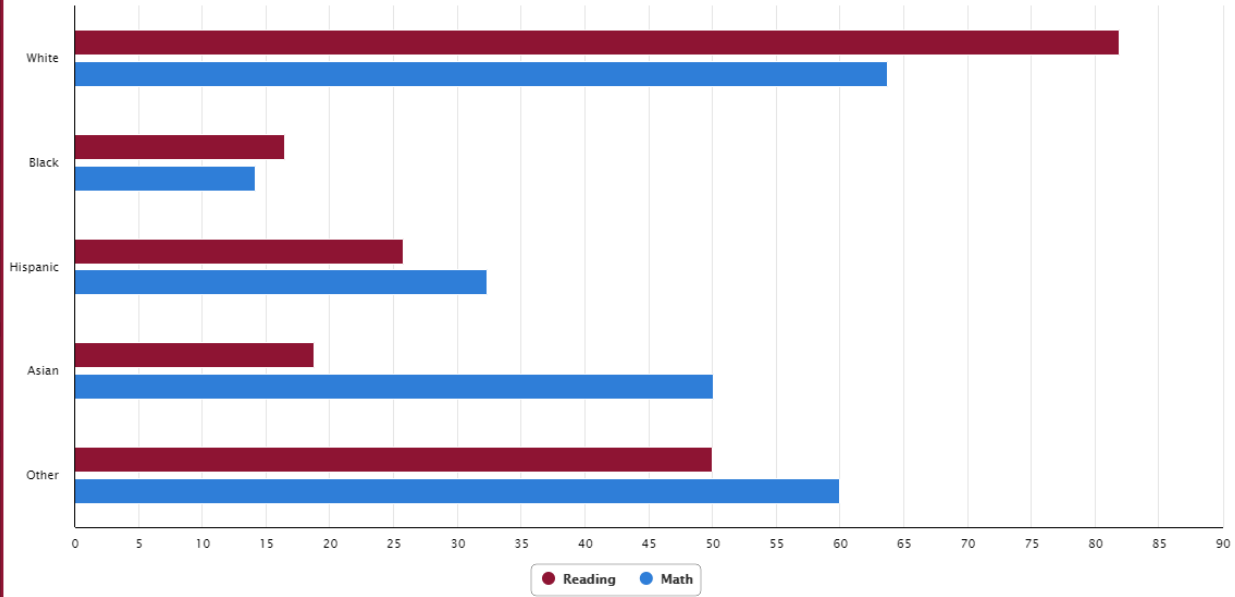
Kennedy King

Source: Illinois State Board of Education

SAT Percentage Met/Exceeded Standards – 2018

Kennedy King

Source: Illinois State Board of Education

Strategic Enrollment Management Plan 2019-2022
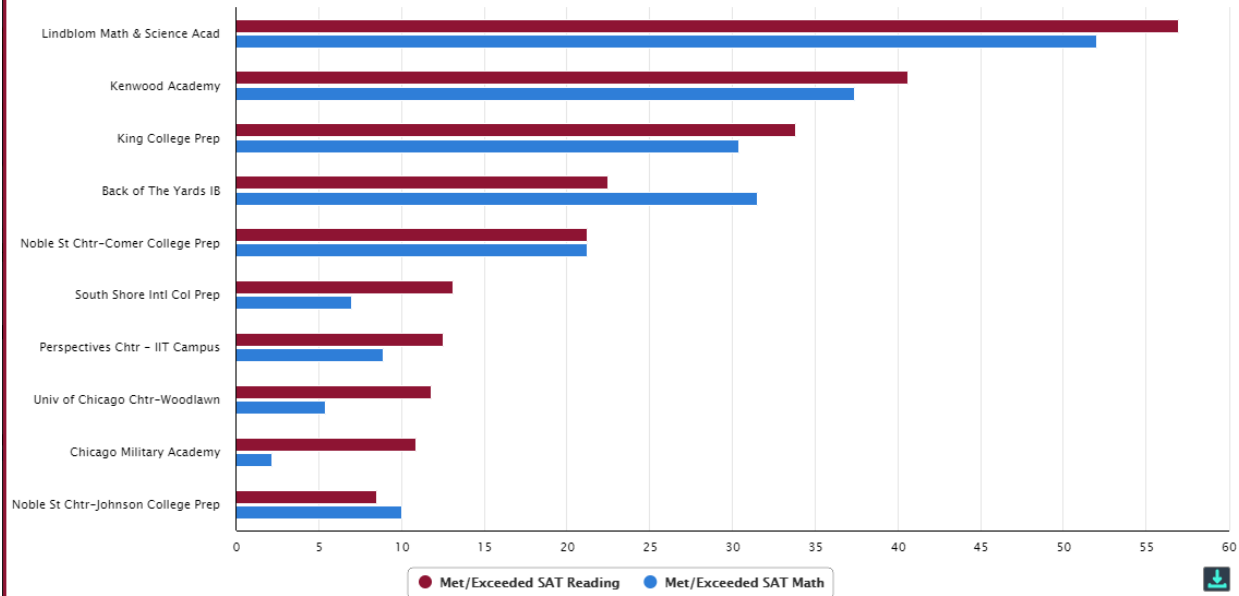
As a comprehensive community college in the City of Chicago, KKC primarily serves the Auburn Gresham, Englewood and Woodlawn communities,

Credit Enrollment
Map of Top 10 Credit ZIPs

- 60609 – New City (Back of the Yards/Canaryville)
- 60653 – Oakland, North Grand Boulevard, south Douglas
- 60649 – South Shore
- 60629 – Chicago Lawn, West Lawn
- 60628 - Roseland, Pullman, West Pullman
- 60636 - West Englewood
- 60619 - Chatham, south Greater Grand Crossing, SW South Shore
- 60637 - Woodlawn, south Hyde Park, south Washington Park
- 60621 - Englewood, east Greater Grand Crossing
- 60620 - Auburn Gresham, north Wash Heights
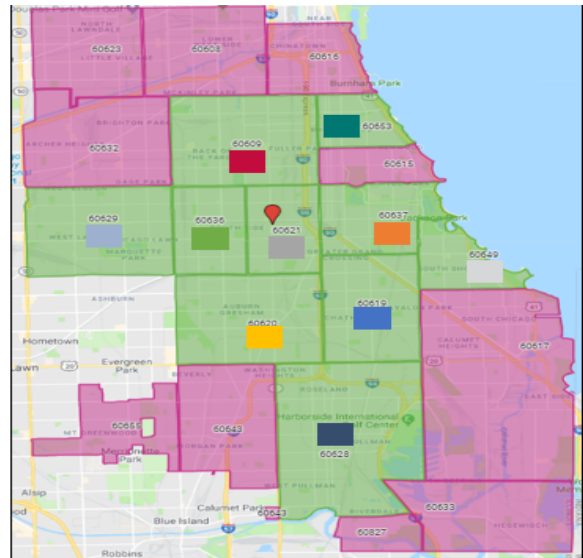
Enrollment Trend Data 2008-2018

Credit Enrollment
10-year Trend, by Ethnicity
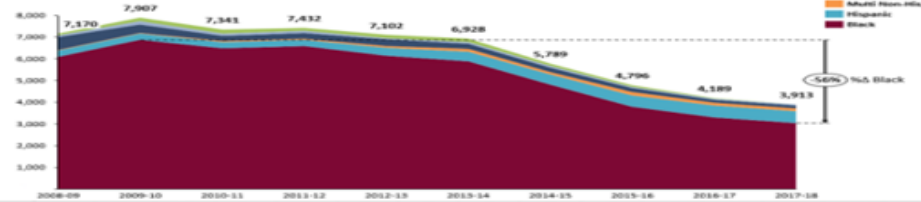
Adult Ed Enrollment
10-year Trend, by Ethnicity
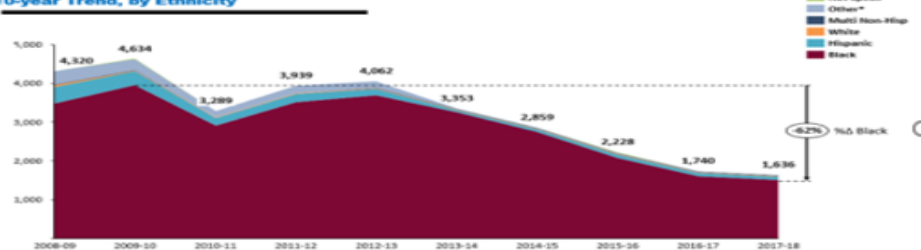
Continuing Ed Enrollment
10-year Trend, by Ethnicity
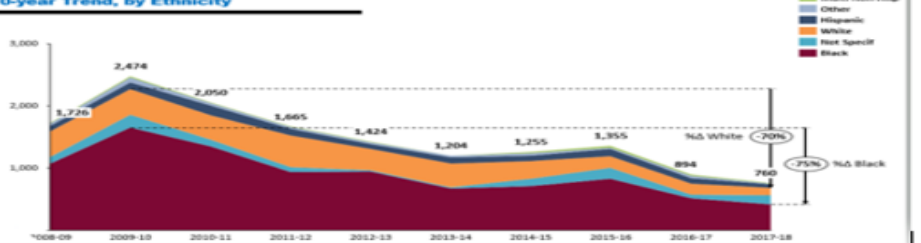
Source: CCC Openbook Historal Enrollment

CITY COLLEGES of CHICAGO Kennedy-King **Strategic Enrollment Management Plan 2019-2022**

Program Enrollment, KK AY2008-2013 (high to low)

RANK	Program	First 5 yrs 2008-2013 Enr	Last 5 yrs 2013-2018 Enr	10yr Enr	2008-2018 Max	2017-2018 Enr	2017-18 Δ from Max	2017-18 %Δ from Max
1	Undecided-AGS	14,624	6,117	20,741	4,253	653	-3,600	-84.6%
2	AA	9,174	8,455	17,629	2,736	1,261	-1,475	-53.9%
3	AS	3,352	1,893	5,245	1,105	286	-819	-74.1%
4	Nursing	1,137	32	1,169	493		-493	-100.0%
5	Culinary Arts-AAS	1,049	1,086	2,135	327	172	-155	-47.4%
6	L'Art de la Patisserie-BC	1,015	620	1,635	207	65	-142	-68.6%
7	Course Taker	967	2,772	3,739	790	790	0	0.0%
8	No Longer Applicable	712	13	725	375	2	-373	-99.5%
9	Child Development-AAS	682	618	1,300	202	54	-148	-73.3%
10	Automotive Tech Opt1 KK-AAS	513	588	1,101	177	81	-96	-54.2%

Course success Data

- BIO-121 is an important "gateway" class for students in S-STEM and pre-healthcare pathways.

- 13th highest enrollment (1,759) at KK over last five years

- 5-yr completion rate of 59.5% ranks 21st among KK's top 30 highest enrolled courses
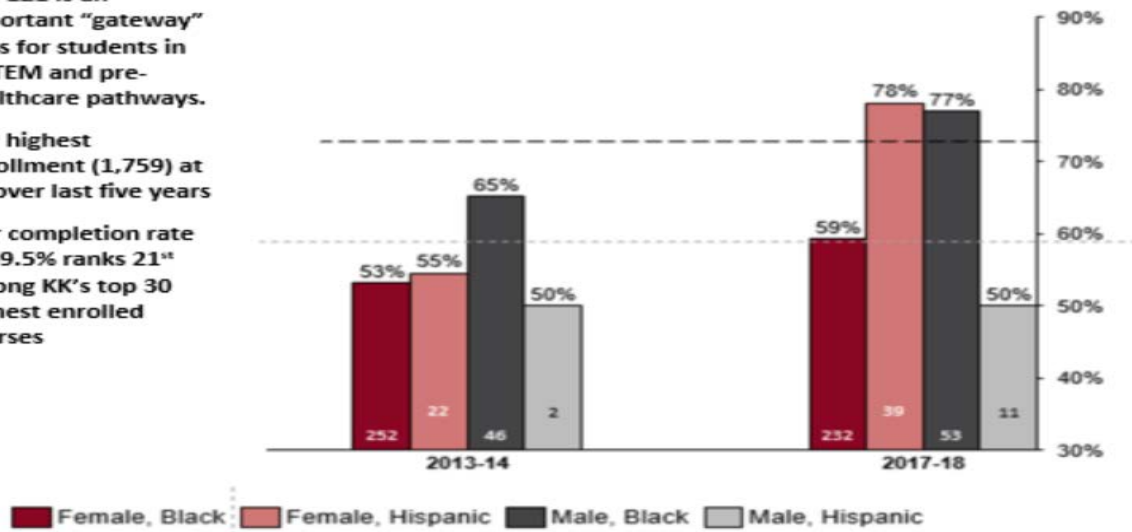
AFROAM-101 Course Success Data

- AFROAM 101 has no ENG-101 pre-requisite; popular choice for students working toward ENG college readiness (not offered at KK until AY12-13)

- 2nd highest enrolled (4,606) course at KKC over last five years

- 5-yr completion rate of 64.2% ranks 18th among KKC's top 30 highest enrolled courses

| | Female, Black | Female, Hispanic | Male, Black | Male, Hispanic |
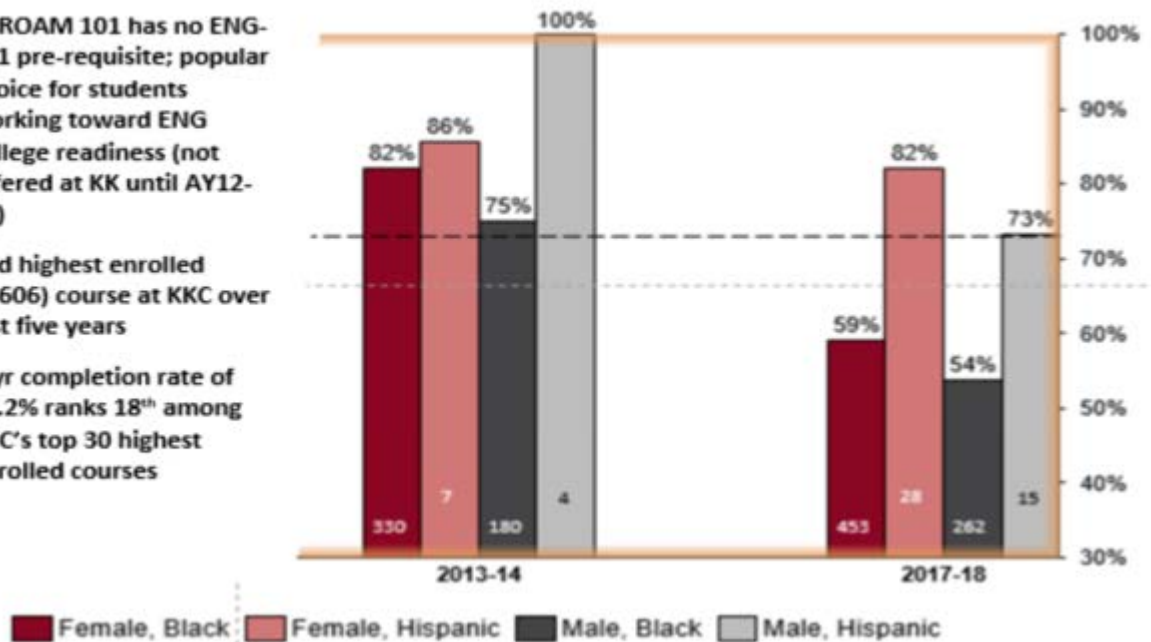
Data shows that the Computer Information course is the third highest enrolled course at KKC and does not have a pre-requisite requirement.

CIS-120 Course Success Data

- CIS-120 has no ENG-101 pre-requisite; popular choice for students working toward ENG college readiness

- 3rd highest enrolled (3,834) course at KK over last five years

- 5-yr completion rate of 50.1% ranks 29th among KKC's top 30 highest enrolled courses

- In AY17-18, Hispanic Females moderately outperformed Black counterparts

| | Female, Black | Female, Hispanic | Male, Black | Male, Hispanic |
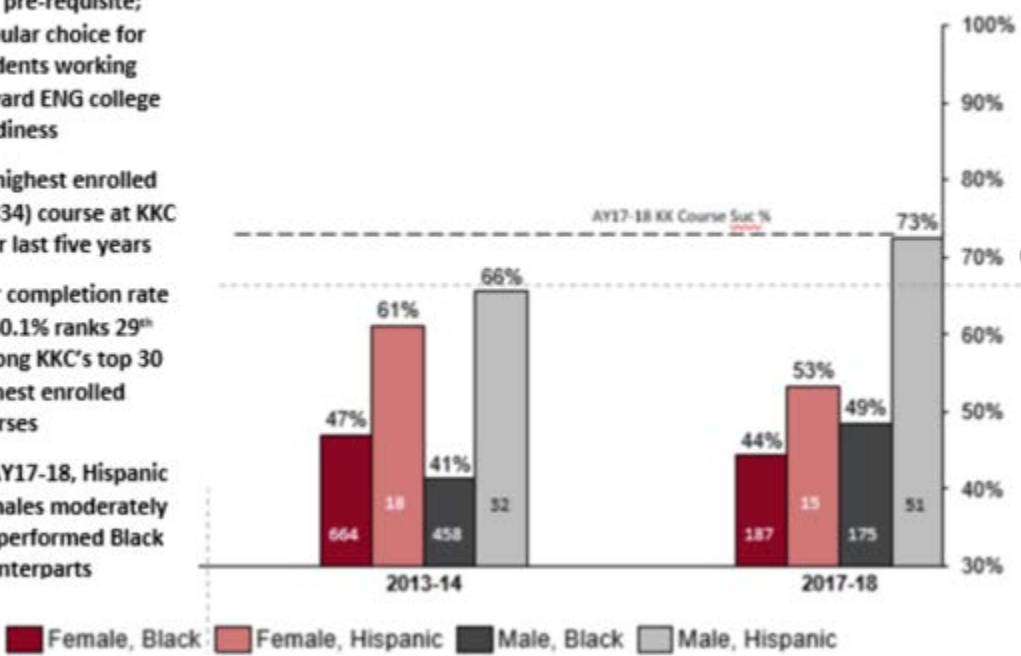
The data shows that Kennedy-King College has seen a steady decline in first to second-year retention.

Percentage UG retention from first to second year

PUBLIC ASSOCIATE'S (888)

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
75th percentile	62%	62%	63%	64%	64%	66%	66%		
50th percentile	57%	56%	58%	58%	59%	60%	60%		
25th percentile	52%	50%	52%	53%	54%	55%	55%		
City Colleges of Chicago-Kennedy-King College									
	54%	**48%**	**50%**	**44%**	**43%**	**46%**	**51%**		
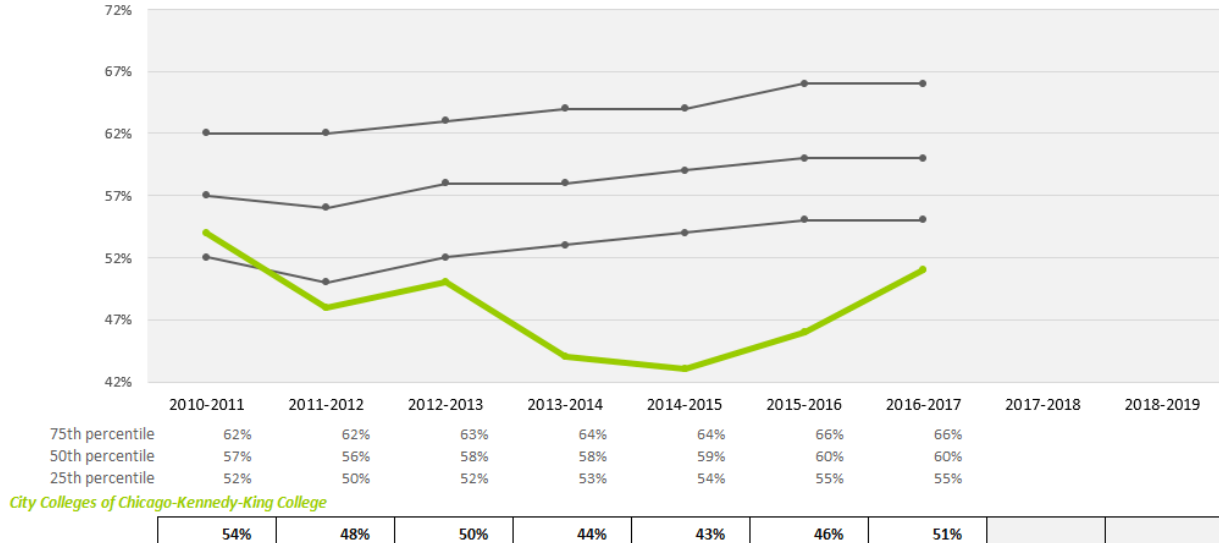
Source RNL 2019

In reviewing a 3-year cohort of students, the number of students retained has steadily decreased over the past five cohort years. Additionally, data shows a declining retention rate trend from 25% to 17% from fall 2012- fall 2015.

Strategic Enrollment Management Plan 2019-2022
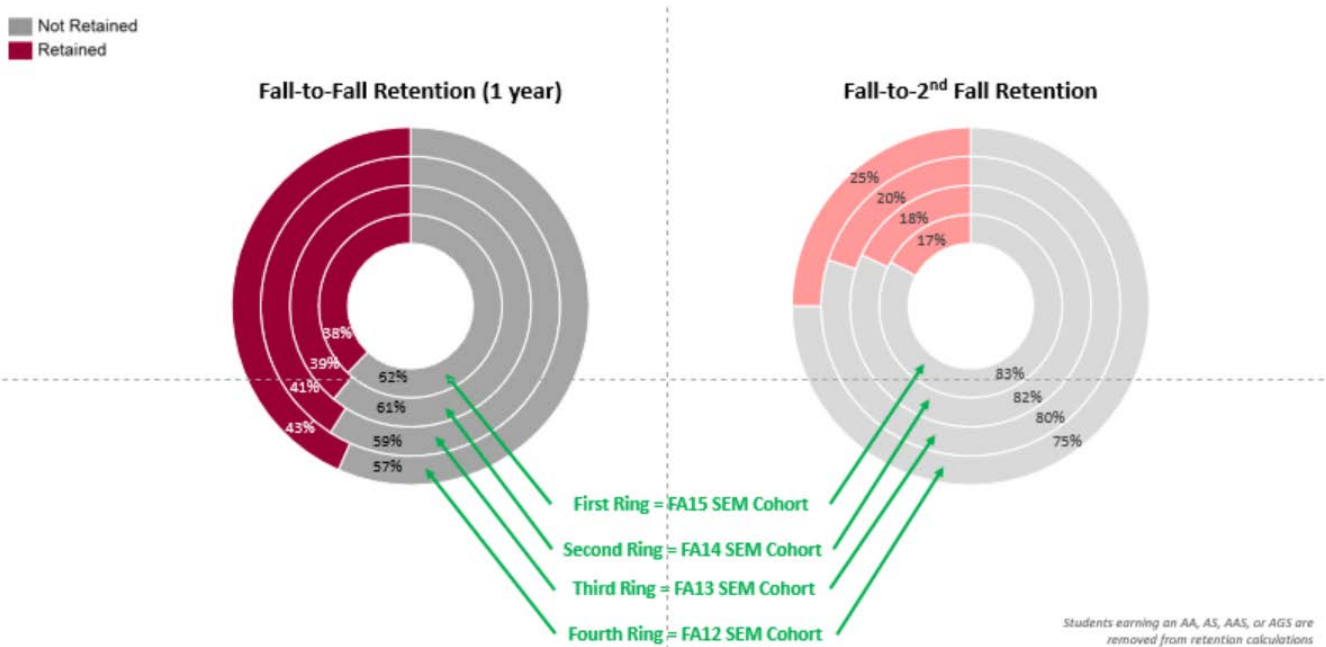
Data from the institutional data scan reviewed by the KKC SEMPAC shows that two thirds of students are not being retained.
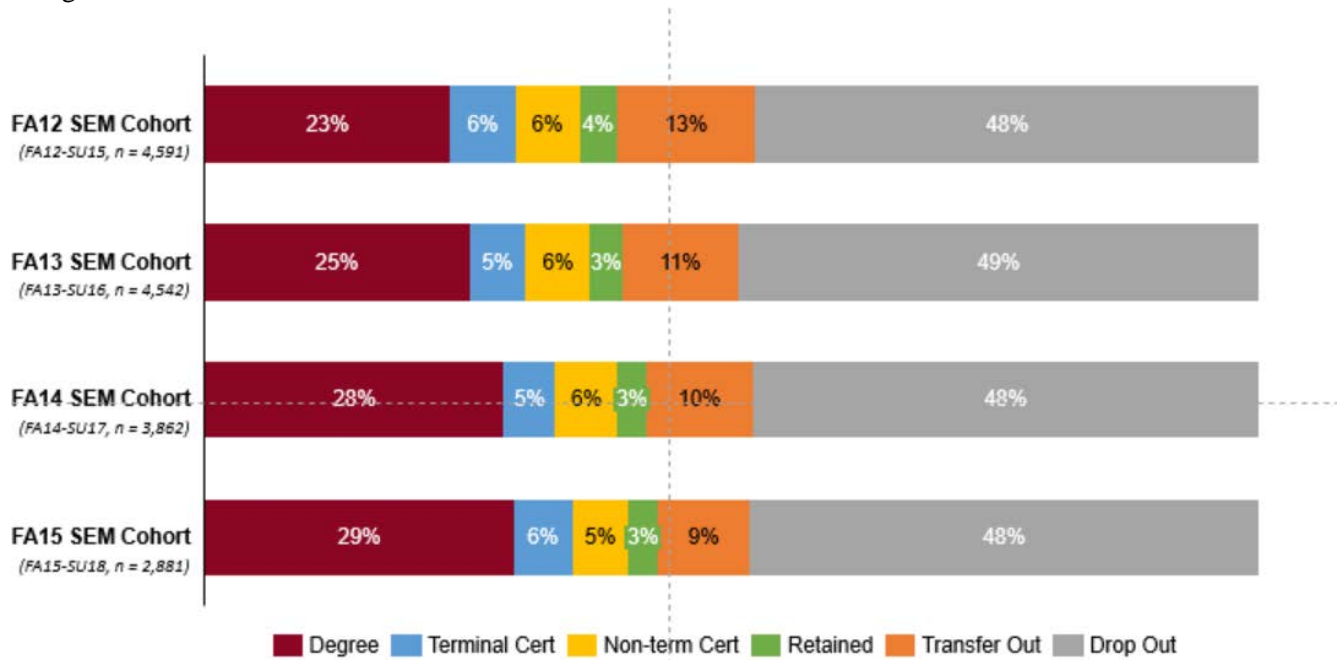
Data shows that the part-time KKC student population is retained at a much lower rate than the full-time student population.
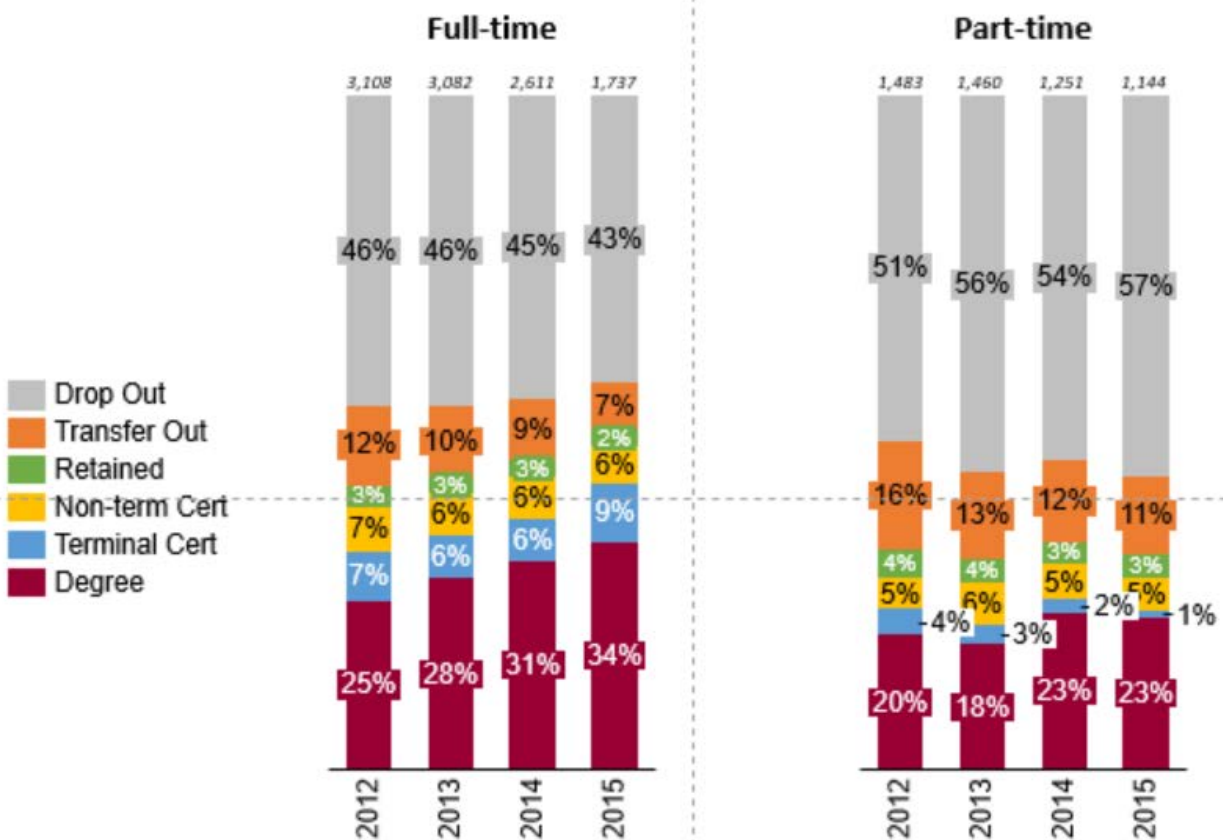
Financial Aid Completion Data

FAFSA Starts and Completions – 2018
Kennedy King

School	
Back Of The Yards Ib	
Harper	
Hirsch Metropolitan	
Hyde Park Academy	
Kenwood Academy	
Phillips Academy	
King College Prep	
Tilden Career Communty Academy	
Dunbar Vocational Career Acad	
Richards Career Academy	

● Completed ● Started

Source: U.S. Dept. of Education
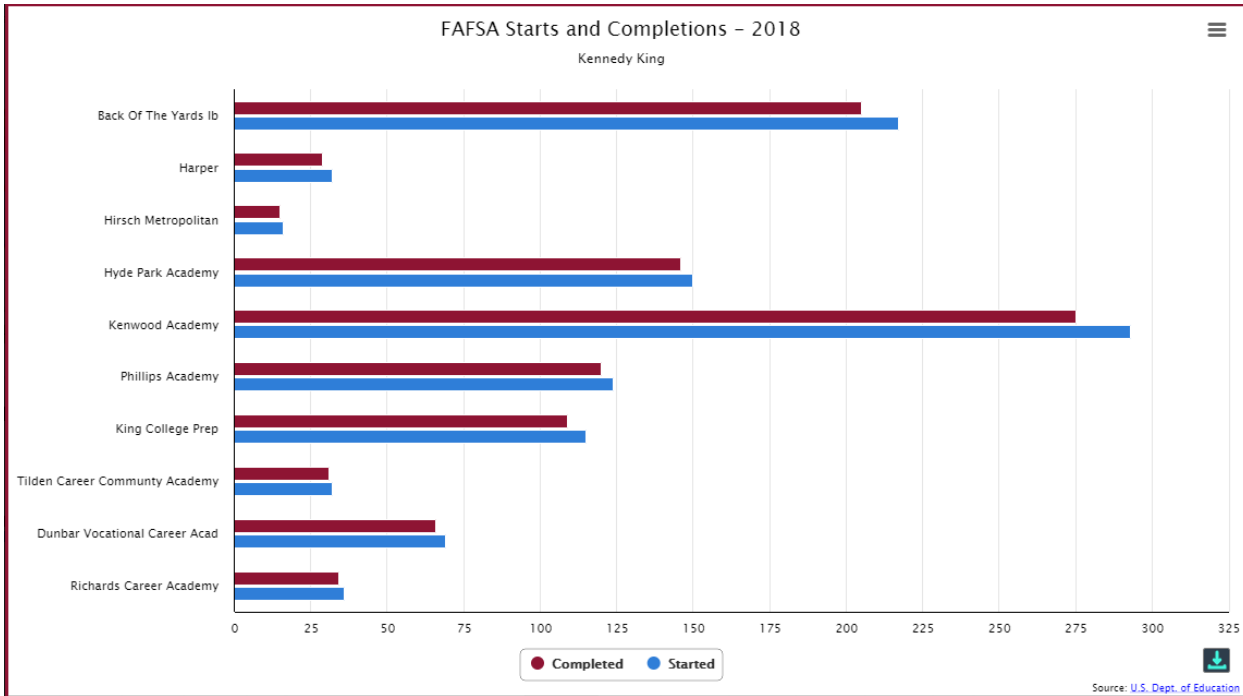
`INSTITUTIONAL AID PER STUDENT ($)
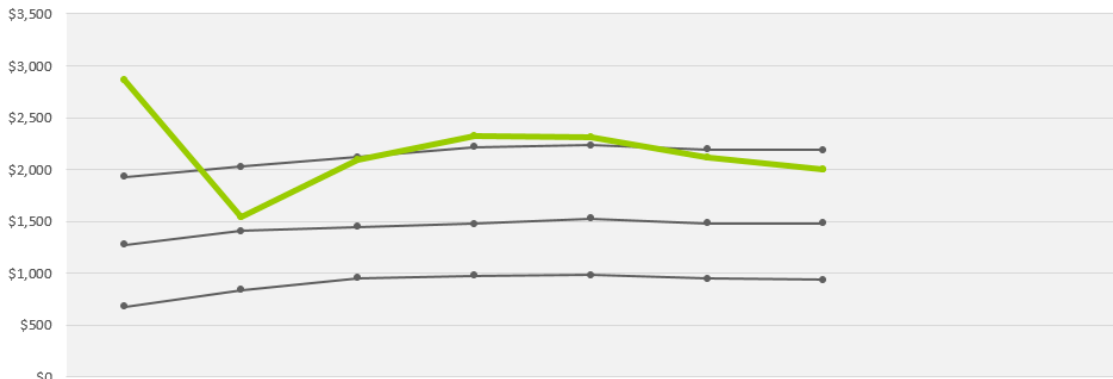
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
75th percentile	1,931	2,029	2,118	2,217	2,234	2,191	2,189			13.4%
50th percentile	1,273	1,406	1,447	1,477	1,529	1,481	1,482			16.4%
25th percentile	679	838	951	974	980	947	935			37.6%
City Colleges of Chicago-Kennedy-King College										
	2,863	1,539	2,097	2,320	2,311	2,119	1,996			-30.3%

2010-2011 to 2016-2017 change

Strategic Enrollment Management Plan 2019-2022

Unemployment in the City of Chicago and the surrounding metro area has declined to pre-recession levels but is slightly higher than the State or U.S. average. The unemployment rate in the City of Chicago peaked in 2010 at 11.2% and is now at its lowest point in nearly three decades.

Unemployment Rate Trends (1990-2018)
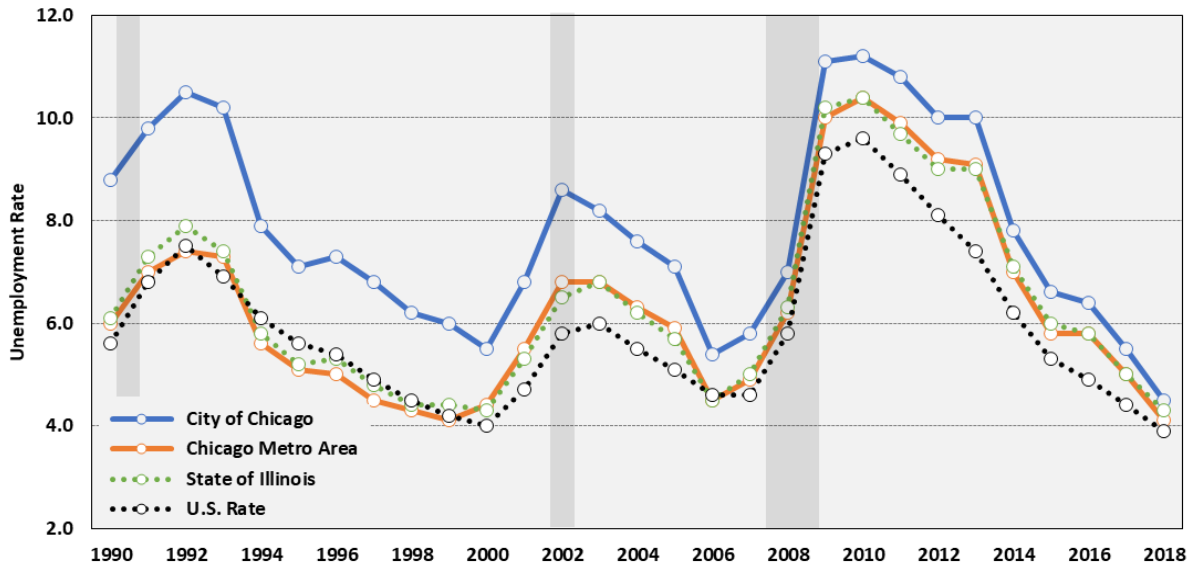
Professional and business services, the largest single industry sector in the Chicago metro area, has been the primary driver of employment growth. Educational and health services and the leisure and hospitality sectors are also notable as they added jobs both during and after the recession.

Chicago-Naperville, IL-IN-WI CBSA*	During the Recession December 2007 - June 2009		Post-Recession June 2009 - December 2018	
	Number	Percent	Number	Percent
Total Non-Farm Employment	-282,300	-6.1	481,400	11.1
Mining and Logging	-500	-21.7	-300	-16.7
Construction	-50,200	-22.7	2,100	1.2
Manufacturing	-65,600	-13.6	9,000	2.2
Wholesale Trade	-18,200	-7.2	26,700	11.4
Retail Trade	-49,900	-10.1	26,300	5.9
Transportation and Utilities	-16,200	-7.8	64,700	34.0
Information Services	-7,200	-7.9	-8,900	-10.6
Financial Services	-23,900	-7.4	9,800	3.3
Professional and Business Services	-78,100	-10.3	154,600	22.8
Educational and Health Services	13,100	2.2	124,500	20.3
Leisure and Hospitality	11,100	2.7	58,200	14.0
Other Services	0	0.0	-4,900	-2.5
Government	3,300	0.6	1,200	0.2

Source: U.S. Bureau of Labor Statistics, 2018

The occupations below are ranked per the anticipated number of annual average job openings.

Occupation Title	Job Openings due to Growth and Replacement Needs (Annual Average)	Work Experience in a Related Occupation	Typical on-the-job Training	2017 Median Annual Wage
Heavy and Tractor-Trailer Truck Drivers	3,220	None	S	$49,791
Nursing Assistants	2,808	None	None	$28,267
Bookkeeping, Accounting, and Auditing Clerks	2,803	None	M	$42,700
Computer User Support Specialists	1,366	None	None	$54,059
Preschool Teachers, Except Special Education	1,164	None	None	$29,910
Medical Assistants	1,018	None	None	$34,009
Automotive Service Technicians and Mechanics	960	None	S	$43,902
Paralegals and Legal Assistants	939	None	None	$59,318
Hairdressers, Hairstylists, and Cosmetologists	797	None	None	$25,818
Dental Assistants	613	None	None	$40,879
Licensed Practical and Licensed Vocational Nurses	558	None	None	$53,401
Computer Network Support Specialists	503	None	None	$72,939

S = Short-term on-the-job training; M = Moderate-term on-the-job training; L = Long-term on-the-job training.

Source: U.S. Bureau of Labor Statistics; EMSI, Inc.; Illinois Department of Employment, 2019.

Training the Next Generation of Workers Data

Ages 16-24 Not in School or Working in Chicago

Source: IPUMS USA, University of Minnesota, www.ipums.org.

Ages 16 to 24 by Work and School Status, 2017

In School - NILF, 116,128
Not in School - Employed, 82,906
Not in School - Unemployed, 21,837
Not in School - NILF, 25,641
In School - Employed, 62,203
In School - Unemployed, 17,475
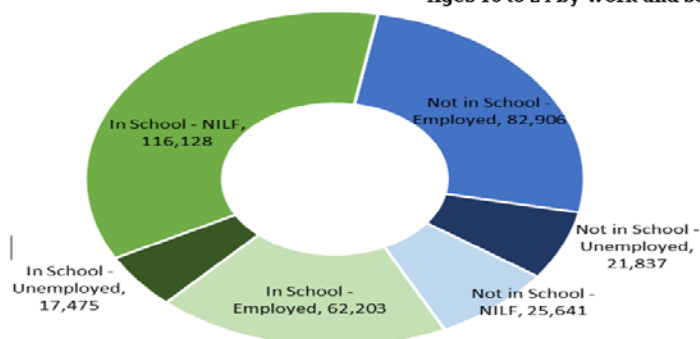
Source: IPUMS USA, University of Minnesota, www.ipums.org. NILF: Not in Labor

Strategic Enrollment Management Plan 2019-2022

Equity Impact Data

Degree Attainment Trends for Minority Students

Cohort	College	Degree or Certificate within 4 years*									
		Part-time					Full-time				
		African-American Students	Latino/a Students	White Students	Pell Students	Non-Pell Students	African-American Students	Latino/a Students	White Students	Pell Students	Non-Pell Students
Fall 2012	KK	9%	28%	75%	12%	23%	20%	34%	84%	22%	61%
Fall 2013	KK	15%	40%	31%	15%	32%	23%	46%	61%	27%	41%
Fall 2014	KK	6%			9%	9%	20%	40%	61%	24%	48%
Fall 2015	KK	6%	12%		16%	7%	26%	41%	87%	34%	55%
Fall 2016	KK	3%	6%	29%	12%	9%	22%	54%	86%	37%	56%

It is critical to note that the degree completion rates for minority students are significantly lower than non-minority students. Completion rates for Pell- eligible grant students are also lower than non-Pell-eligible students.

Course Completion Trends for Minority Students

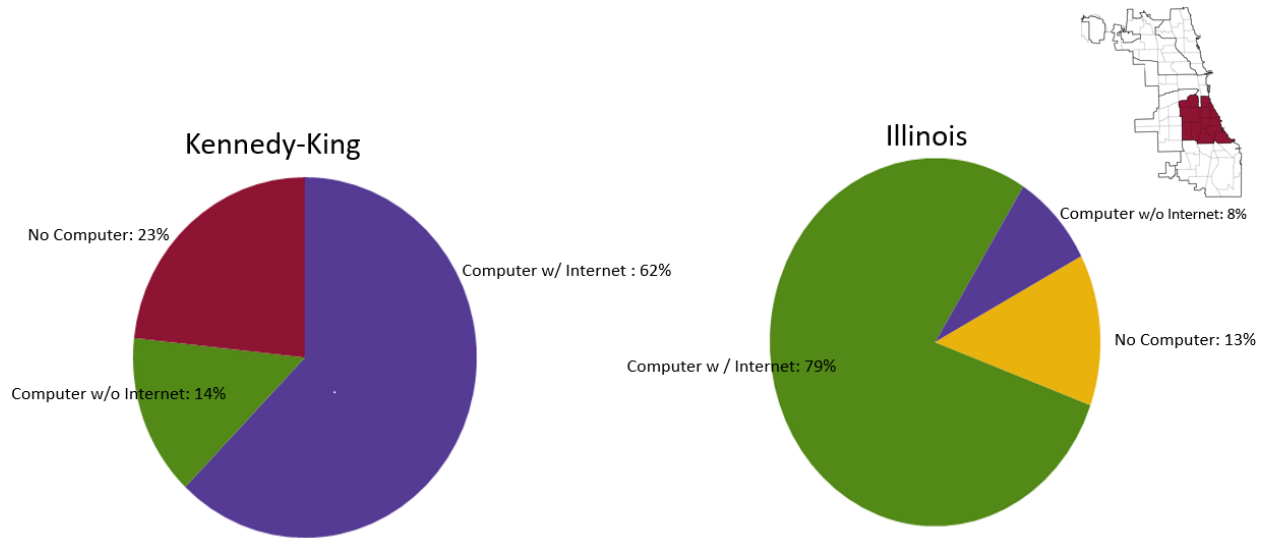| Cohort	College	Gateway course completion									
		English					Math				
		African-American Students	Latino/a Students	White Students	Pell Students	Non-Pell Students	African-American Students	Latino/a Students	White Students	Pell Students	Non-Pell Students
Fall 2014	KK	20%	30%		40%	20%	7%	13%		8%	12%
Fall 2015	KK	33%	36%	17%	18%	33%	13%	13%	17%	14%	10%
Fall 2016	KK	26%	37%		29%	27%	12%	22%		15%	10%
Fall 2017	KK	26%	33%		29%	27%	13%	16%		15%	9%
Fall 2018	KK	11%	23%		14%	14%	9%	17%		9%	13%

Additionally, the course completion rate for both English and Math courses for minority students is less than non-minority students. KKC, completion rates are trending in a negative direction for African American students, and while down for Latinx students, it is trending ahead of African American students for both English and Math courses.

Credit Accumulation Trends for Minority Students

Cohort	College	Institutional credits accumulated first fall									
		Part-time students earning at least 7 CH (# and %)					Full-time students earning at least 15 CH (# and %)				
		African-American Students	Latino/a Students	White Students	Pell Students	Non-Pell Students	African-American Students	Latino/a Students	White Students	Pell Students	Non-Pell Students
Fall 2014	KK	12%	44%		16%	14%	7%	24%	57%	8%	26%
Fall 2015	KK	9%	17%		14%	4%	20%	36%	80%	23%	39%
Fall 2016	KK	12%	13%		16%	6%	19%	46%	85%	22%	45%
Fall 2017	KK	12%	30%		17%	10%	21%	32%	90%	22%	48%
Fall 2018	KK	12%	36%		14%	19%	25%	30%	90%	26%	40%

Finally, credit hour accumulation for minority students is beginning to trend up over the past two years.

CITY COLLEGES of CHICAGO
Kennedy-King **Strategic Enrollment Management Plan 2019-2022**

Digital Divide Data

Kennedy-King

No Computer: 23%

Computer w/ Internet : 62%

Computer w/o Internet: 14%

Illinois

Computer w/o Internet: 8%

No Computer: 13%

Computer w / Internet: 79%

SOURCE: *CCC Environmental Scan; Northern Illinois University, Center for Governmental Studies; May 2019*

Technology Industry Divide

| Occupation	Male	Female	White	Black	Asian	Hispanic
Information Security Analysts	76%	24%	76.8%	12.3%	8.5%	6.8%
Computer System Analysts	63%	37%	66.5%	10%	20.4%	7.9%
Computer Programmers	79%	21%	68.8%	9.3%	19.4%	7.8%
Software Developers, Applications and Systems Software	81%	19%	58.6%	3.9%	35.4%	5.3%
Network & Computer Systems Administrators	79%	21%	75.8%	12.1%	8.5%	9.3%

Source: Bureau Labor of Statistics, *Labor Force Statistics from the Current Population* (2018)

Strategic Enrollment Management Plan 2019-2022

COMPARISON TO TWO-YEAR COLLEGES

In comparison to the overall rates for students attending a two-year college in 2018, KKC students has a higher rate of food insecurity, a higher rate of housing insecurity, and a higher rate of homelessness.

Comparison of Basic Needs Insecurity
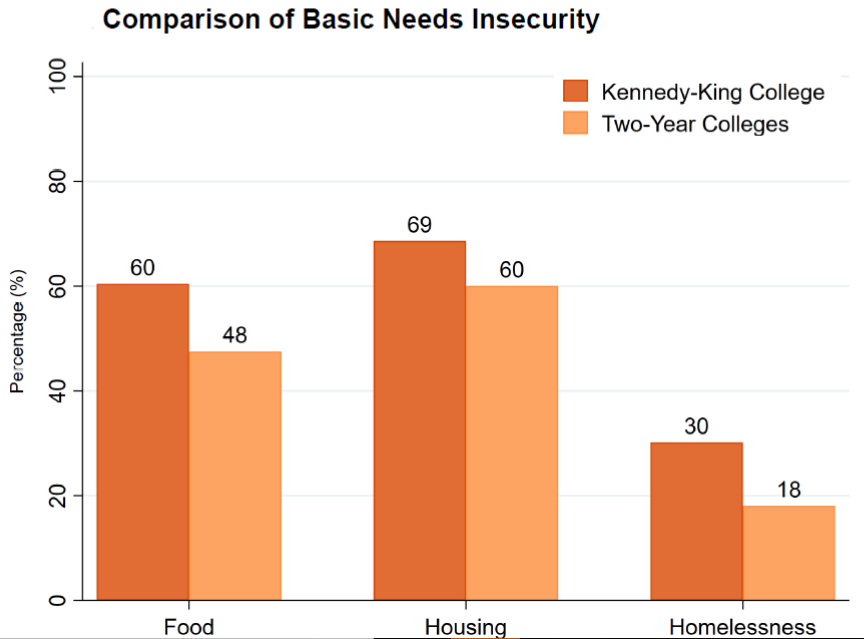
The majority of Kennedy-King College students who were surveyed (78%) by # RealCollege Survey experienced at least one of the following forms of the basic needs insecurities in the past year.

Intersections of Food Insecurity, Housing Insecurity, and Homelessness among KKC Survey Respondents

Source: 2018 #RealCollege Survey

Strategic Enrollment Management Plan 2019-2022
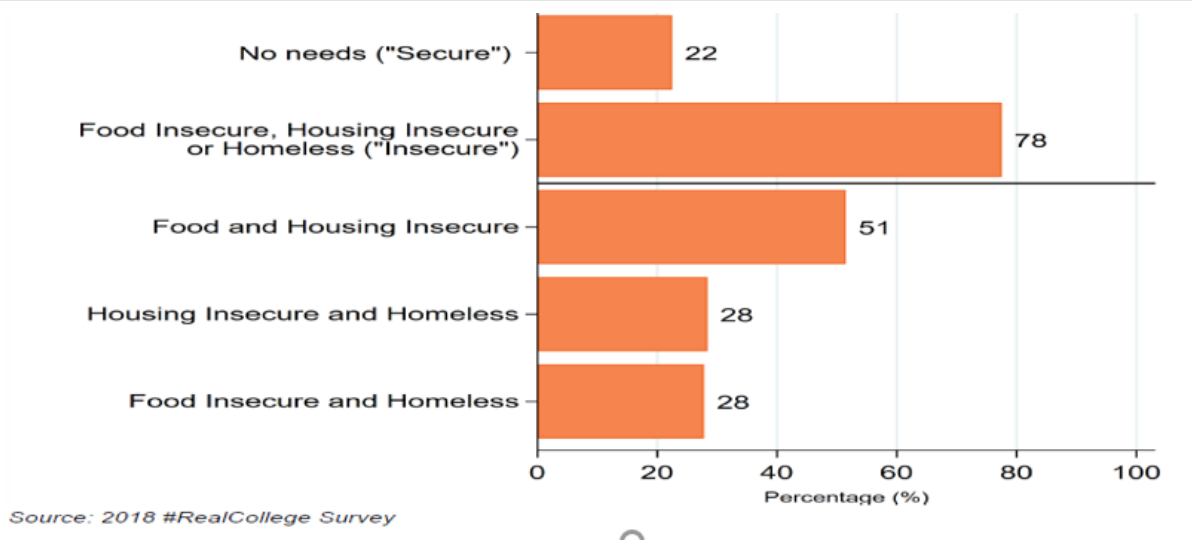
Institutional Constraints and Challenges Impacting Enrollment

Brand Awareness

KKC has poor brand awareness in the Englewood Community and within the City of Chicago as it relates to our value, understanding our audience, social listening, and engaging our market proactively with consistent messages that resonate with community needs.

Career Placement

KKC needs to enhance the support of our students in their search for internships and job placement across numerous academic and career and technical education programs to boost return on investment.

Communication

KKC does not have a robust communication plan in place for student contact from the point of interest through to completion. We lack a cohesive communication strategy for both transactional and nurturing engagement through the enrollment funnel and student life cycle.

Males of Color

KKC does not have a strategic plan of action to support male students of color who have the highest attrition rate on our campus and within the district.

Marketing

KKC does not have an integrated marketing plan, nor does the College have a sufficient marketing budget or staff at the campus level to support and guide this effort for sustainable impact.

Policies and Procedures

KKC should conduct a comprehensive review of college systems, policies, and practices that have an impact on issues of equity, retention, and success. Some policies and practices that affect equity and affordability for first-generation and minority students to consider, include but are limited, to academic probation, dismissal, payment deadlines, and payment plans.

Technology Usage and Emerging Platforms

KKC has outdated technology in classrooms and labs, and many members of our student community lack basic computer literacy which impacts enrollment and makes the college less competitive with our counterparts.

Known technology issues include the following:

- **Lack of seamless online application management** – KKC has an online application, but there are still barriers with the processing time and workflow for getting a student through the enrollment funnel. Also, the Enrollment Services team encounters issues that cause students to wait between thirty to forty-five minutes for processing due to the system workflows.
- **Lack of a Customer Relationship Management (CRM) system** - KKC does not have an electronic system to track prospective students through the enrollment process with clear and transparent communications. While we know that multiple contacts with prospective students are essential, to keep students engaged through to enrollment, we lack the infrastructure and systems to maintain best practice. Since KKC does not have a robust CRM system, all interactions with students are manual, duplicative, and lack unique customization. These system limitations directly impact our ability to effectively market our programs and build awareness for students and relevant community stakeholders.
- **Non-credit Application and Registration -** There are difficulties with the registration process for non-credit classes. There is a need to streamline the process of enrolling and paying for courses to ensure real time access.

Under-utilized Facilities

KKC has several spaces on campus that are either not utilized at all or are partially utilized, including the College's state-of- the-art TV Studio, TV and film production capacities, theater, box office, pool, gym and empty spaces occupied by former programs. KKC has a host of spaces to generate student-centered engagements and community equity that are not in use.

X-Factor – Implications of Competitor Advantages

- The number of higher education institutions-public, private, for profit and non-profit- continues to expand.
- Many for-profit institutions have significantly more money to market and advertise to promote their programs.
- The growth of online education and online degrees and certificate programs directly impact our market share.
- Competitors are offering flexible options for scheduling and course delivery, including more online and shorter track programs, as well as weekend and evening options.
- Competitors are providing degree completers – adults who started but never finished a degree, with more flexible offerings to allow them to obtain their degree or certificate while working and taking care of a family, including extended childcare hours.
- Training institutes, nontraditional non-profit organizations, and community-based training groups offer a host of certificate and workforce readiness programs.

KKC SEM Pathway Goals – KKC and District SEM Alignment

GOAL I

Strengthen Student Access and Retention at Kennedy-King College

SEM Goal Alignment:

District Focus Area: Student Success and Experience

KKC Strategic Goal II

KKC Equity Goal: I and II

GOAL II

Expand academic offerings at Kennedy-King College to serve as an intellectual, cultural and workforce hub

SEM Goal Alignment:

District Focus Area: Offerings

KKC Strategic Goal: I, II and IV

GOAL III

Increase Marketing, Brand Awareness and Recruitment Efforts at Kennedy-King College

SEM Goal Alignment:

District Focus Area: Brand Awareness and Pipeline
KKC Strategic Goal: I, II, III and IV

GOAL IV

Cultivate and Leverage Community and Corporate partnerships

SEM Goal Alignment:

District Focus Area: Brand, Eco-System, Pipeline, Student Success

KKC Strategic Goal: I, II, and III

KKC Equity Goal: III

GOAL V

Develop Equity and Inclusion Initiatives to Increase Access and Retention for Students and the Community.

SEM Goal Alignment:

District Focus Area: Brand, Ecosystem, Experience, Pipeline and Student Success
KKC Strategic Goal: I, II, III and IV
KKC Equity Goal: III

Enrollment Growth- Short-Term Boost Strategies

Strategic Enrollment Management Short-Term Boost Strategies 2019-2022	
Enrollment Growth- Headcount will increase by 3% by 2022	
Objective	**Accountability**
Marketing Boost Strategies	
Develop a comprehensive, integrated marketing plan, with targeted communication workflow by market segment. Develop annual printed and digital collateral, including consistent creative promotional strategies for conversion and student acquisition. Develop a campus level social media marketing strategy to increase brand awareness and student engagement. **SEM GOAL III and IV- Marketing /Community Engagement** District Focus Area: Brand/Pipeline	Dean of EM AVC Marketing AVC Enrollment Management **KPI** • Increased Brand Awareness • Increased engagement on Social media • + Enrollment Indicator
Financial Aid Boost Strategies	
Increase the number of students applying for, and completing the Free Application for Federal Student Aid (FAFSA) • Create phone and email campaigns for new+ returning students who do not have a FAFSA or Scholarship on file. • Send strategic text reminders to students without a completed FAFSA before each term. • Create FAFSA Workshops to help students complete the process quarterly. **SEM Goal II and IV Retention/Equity/Fiscal Prudency** District Focus Area: Brand, Ecosystem, Pipeline, Student Success	Director of Financial Aid District Financial Aid Team AVC Enrollment Management **KPI** • Increased FAFSA Completion • Decreased PDS not Satisfied • Increase attendance at FAFSA workshops
Decrease the number of students dropped for "Non-Payment Satisfied" by 2% each year. Promote Ways to Pay Options for all prospective students as a way to increase financial literacy before enrollment. • Create "Ways to Pay for College" email communication for new and returning students. • Create a "Ways to Pay for College" flyer for recruitment. • Create "Next Steps to Enroll" email communication with links for how to check student account, pay a bill, and set-up payment plans for new and returning students. **SEM Goal: I and II Marketing/Retention/Equity** District Focus Area: Brand, Ecosystem, Experience Pipeline, Student Success	Dean of EM Enrollment Services- Recruitment Team Director of Financial Aid AVC Enrollment Management AVC Marketing
Recruitment Boost Strategies	
Increase enrollment for targeted populations, including Latinx and Adult (non-GED) students 1.5% by 2022 through robust recruitment and marketing. • Build awareness of KKC programs through targeted initiatives in the Latinx community. • Work collaboratively with the FACE2 Parent University to establish a site at KKC for the Adult population to learn more. • Increase attendance at job fairs for target populations for adults (non-GED), veterans, returning citizens, justice involved youth, etc. • Secure a CRM communication system to engage students from inquiry to enrollment. **SEM Goal I, II III, V Marketing/Recruitment/ Partnerships/Equity** District Focus Area: Brand, Pipeline	Dean of Enrollment Management Enrollment Services Team (recruitment) AVC Enrollment Management AVC Marketing **KPI** • Increase Recruitment Events for Latinx and Adult populations • Increased Partnership with Latinx Community • Increase attendance at FAFSA workshops

KKC SEM Pathway Targets

KKC Pathway Targets by Academic Program

Performance Metrics for Credit Enrollment Growth by Academic Program						
Overall		3% by 2022	1.5% by 2022	1.5% by 2022		Year Projection
Academic Focus Area						
Center of Excellence	**Program Name**	**Enrollment Growth**	**Retention**	**Completion**	**Equity Impact**	Year Projection
DTI **SEM Goals**: I, II, III, IV **District Focus**: Offerings	Construction Management	+Enrollment Indicator Based on targeted promotion to the adult population	+Retention Indicator Increase adult engagement opportunities through SGA and Student Activities	+Completion Indicator Develop internship opportunities with intentional industry partners	✓	Year 1-3 Begin Fall 2020-2022
DTI **SEM Goals:** I and II **District Focus**: Offerings	Identify programs to explore	+Enrollment Indicator Explore programs that have a capacity for evening or weekend classes.	Initiatives to be explored			Year 2 Explore Fall 2021
WCHI **SEM Goals:** I, II, III, IV **District Focus:** Offerings	Baking and Pastry Arts	+Enrollment Indicator Increase targeted promotion to the adult population through Out of Home Media (OOH) and Digital Media.	+Retention Indicator and + Completion Indicator Increase intentional advising and support from Latinx Outreach Coordinator Increase mentoring and support from Student Activities		✓	Year 2+3 Begin Fall 2021-2022
WCHI **SEM Goals:** I, II, III, IV **District Focus**: Offerings	Culinary Arts	+Enrollment Indicator Spanish culinary enrollment increase by 2022 with targeted recruitment and awareness	+Retention Indicator and + Completion Indicator Increase intentional advising and support from Latinx Outreach Coordinator		✓	Year 1-3 Begin Fall 2020-2022
WCHI **SEM Goals:** I, II, III, IV **District Focus:** Offerings	Hospitality Program	+Enrollment Indicator Increase targeted promotion to adult and high school population using Out of Home Media (OOH) and Digital Media.	+Retention Indicator and + Completion Indicator Create intentional partnerships with Industry to build robust internship experiences and apprenticeship opportunities.		✓	Year 1-3 Begin Fall 2020-2022
CTE **SEM Goals:** II, III and IV **District Focus:** Offerings	Automotive Technology	+Enrollment Indicator Increase targeted promotion to adult and high school population using Out of Home Media (OOH) and Digital Media.	Neutral Indicator	Neutral Indicator	✓	Year 2+3 Begin Spring 2021- 2022
CTE **SEM Goals:** II, III and IV **District Focus:** Offerings	HVAC	+Enrollment Indicator Increase targeted promotion to adult and high school population using Out of Home Media (OOH) and Digital Media.	+Retention Indicator Increase partnerships with the HVAC industry to promote the pre-apprenticeship model for job placement and enrollment.	Neutral Indicator	✓	Year 2+3 Begin Spring 2021- 2022
Abbreviations Legend: DTI: Dawson Technical Institute, WCHI: Washburne Culinary Institute, CTE: Career and Technical Education						

CITY COLLEGES of CHICAGO
Kennedy-King **Strategic Enrollment Management Plan 2019-2022**

KKC Pathway Targets by Special Population

Performance Metrics for Targeted Population						
Overall		**3% by 2022**	**1.5% by 2022**	**1.5% by 2022**		
Targeted Populations	**Initiative**	**Enrollment Growth**	**Retention**	**Completion**	**Equity Impact**	**Goal Alignment**
Adult (Non-GED)	Increase Partnerships w/Non-Profit Orgs geared toward Adults population (i.e., Lift Chicago, Parent University) Develop a Parent University on-site at KKC to target under-employed and unemployed parents.	+ Enrollment Indicator Increase targeted promotion to the adult population (not in school + unemployed or underemployed using Out of Home Media, Digital Media, and Lifestyle Media.	Neutral Indicator		✓	**SEM Goal:** I, II, III, IV, **District Focus:** Brand, Pipeline
Adult GED	Increase Partnerships with Non-Profit Organization geared toward supporting Adult GED population.	To be developed			✓	**SEM Goal:** I, II, III, IV **District Focus:** Brand, Experience Pipeline
First Generation	Increase outreach to first generation students through ACT/SAT list purchases and Chicago Public School partnerships.	+ Enrollment Indicator Increase promotion using Enrollment Planning Services for ACT/SAT to first-generation students who represent 1/3 of all college students	Retention Indicator & Completion Indicator Increase the number of First-generation students in college success, utilizing tutoring and mentoring services. Increase the graduation rate of first-generation students.		✓	**SEM Goal:** I, II, III, IV **District Focus:** Brand, Pipeline
Latinx	Increase outreach to the Latinx Community which doubled at KKC in the past five years according to KKC Mini-Scan Data	+ Enrollment Indicator Increase promotion to Latinx Community using various platforms, including social media.	+Retention Indicator & Completion Indicator Create an Office of Latinx Outreach and Success to support the needs of the growing LatinX community at KKC.		✓ ✓	**SEM Goal:** I, II, III, IV **District Focus:** Brand, Experience Pipeline
Minority Males	Increase partnerships with schools and non-profits orgs that services a high demographic of minority males ages 16-24 termed "Opportunity Youth" to expand mentoring support.	+ Enrollment Indicator Increase promotion and outreach to Minority Males using Out of Home Media, Digital Media, and Lifestyle Media.	+Retention Indicator &Completion Indicator Increase mentoring to men of color through the KKC Male Success Initiative to improve retention and completion as well as established nonprofit mentoring opportunities.		✓	**SEM Goal:** I, II, III, IV **District Focus:** Brand, Experience Pipeline
Returning Citizens	Increase pipeline with Alternative Schools, and Juvenile Justice Centers to assist "justice involved" youth in reengaging in the education process as IDJJ works with nearly 400 annually.	+Enrollment Indicator Increase partnership with organizations focused on "Justice Involved" youth.	+ Retention Indicator Increase mentoring to men of color through the Male Success Initiative and other mentoring opportunities.	Neutral Indicator	✓	**SEM Goal:** I, II, III, IV **District Focus:** Brand, Experience Pipeline
Veterans	Increase pipeline for veterans through connections with VA and Wounded Warrior organizations as nearly 780K veterans used their GI bill to attend school in 2018 and 21K in IL.	+Enrollment Indicator Increase the visibility of KKC as a military friendly institution to attract veterans and their families.	+ Retention and Completion Indicator Increase support of Veterans on campus with mentoring and financial literacy workshops. Host programming that help Veterans better understand VA benefits by partnering with VA Medical Center.		✓	**SEM Goal:** I, II, III, IV **District Focus:** Brand, Experience Pipeline

New Innovative Initiatives- Performance Metrics						
Goals and Initiatives		Enrollment Projections			Accountability	
Goal Alignment	**Initiative Name**	**Year 1**	**Year 2**	**Year 3**	**Equity Impact**	**Task Owner**
SEM Goal I, II, III, and IV **District Focus** Brand, Offerings	**Center of Excellence for Creative Arts** (CECA) • Arts • Music • Media • Theater • Media Communications	Build infrastructure for the following: Awareness, Partnerships, and Funding Build Infrastructure for Academic Program Approval process Establish a CECA Advisory Board		Enroll 60 new Students 40 FT+20 PT	✓ Brings parity for cultural arts to the south side of Chicago	CECA Taskforce
SEM Goal I, II, III, and IV **District Focus** Brand, Offerings	**IT Innovation Tech Hub** • Apple iOS • Cloud Security • Cyber Security • Data Container • Game Design	• Build infrastructure for IT hub to include the following: training, partnerships, and funding, • Explore WIOA approval for programs. • Construction build-out for Tech Labs on campus.		1st Cohort- for Data Container and Cloud Security 3rd cohort- Apple iOS 4th Cohort- Cybersecurity	✓	Tech Taskforce

Potential Academic Programs for Exploration and Consideration-Performance Metrics						
Goals and Initiatives					Accountability	
Goal Alignment	**Initiative Name**	**Year 1**	**Year 2**	**Year 3**	**Equity Impact**	**Task Owner**
To Explore **SEM Goal** I, II, III, and IV	Africana Studies (BC, AC) Africana Studies AS Degree	This is an initiative to explore as African Studies is one of KKC's highest enrolled courses and has enrollment possibilities.			✓	SEM Steering Committee
To Explore **SEM Goal** I, II, III, and IV	Cannabis Science Program Cannabis Courses	Nearly 200K people were employed in the cannabis industry in 2017, according to Market Watch (https://www.marketwatch.com/story/these-colleges-now-offer-courses-in-cannabis-2018-11-20.) KKC is positioned to prepare students to work in this industry. Explore Cannabis Industry workshops with industry partners in Continuing Education.			✓	SEM Steering Committee
To Explore **SEM Goal** I, II, III, and IV	Cosmetology Licensure Program	This initiative is an enrollment opportunity to explore as Cosmetology would provide a training site on the Southside and bring a CTE program geared toward a predominately woman dominated profession. CCC Environmental data identified cosmetology licensure among top ranked licenses in the State of Illinois.			✓	SEM Steering Committee
To Explore **SEM Goal** I, II, III, and IV	Paralegal Certificate Program	This initiative is an enrollment opportunity to explore as environmental data showed this as a growing field that will remain steady and has a sustainable wage.			✓	SEM Steering Committee
To Explore **SEM Goal** I, II, III, and IV	Professional Development Boot camps for Creative Arts	This initiative is an enrollment opportunity with CECA partners to provide professional development boot camp on varying topics artists in the creative arts profession.			✓	SEM Steering Committee
To Explore **SEM Goal** I, II, III, and IV	Expanding Online Course Offerings	This an enrollment opportunity to explore as many students are seeking more flexible course offerings, and online course offerings could make KKC more competitive with workforce readiness competitors.			✓	SEM Steering Committee

CITY COLLEGES of CHICAGO Kennedy-King **Strategic Enrollment Management Plan 2019-2022**

Enrollment Management Boost Strategies					
Community and Corporate Partnership Strategies					
Partner Organization	**Program Impact Opportunity**	**Equity Impact**	**Goal Alignment**	**KPI**	**Time-Line**
Apple Partner Type: **Corporate**	IT Innovation Hub • Apple iOS	✓	**SEM Goal I, II, III, and IV**	• Increase awareness and exposure for STEM related programs at KKC. • Increase professional development and training for minorities considering an IT profession	In Spring 2020, the third cohort for the Apple iOS program will begin.
Arts Alliance Partner Type: **Non-Profit**	CECA • (Arts Music, Media, Theater, Visual Communications)	✓		• Increase exposure and awareness of KKC programs. • Amplify KKC's message to the Arts community	In Summer 2019, KKC met with Arts Alliance to discuss ways to collaborate by developing professional development boot camps for artist.
Chicago Ideas Partner Type: **Non- Profit**	CECA • (Arts Music, Media, Theater, Visual Communications) WCHI • Culinary Arts	✓	**SEM Goal III, IV, & V**	• Increase exposure and awareness of KKC programs. • Create a lab experience during Chicago Ideas Week.	In Fall 2019, Chicago Ideas Week will host two days on the KKC campus. (October 12-17 2019)
Chicago Public Schools Parent University Partner Type: **Non- Profit**	All Instructional Areas • Credit Programs • Adult Education Programs • Continuing Education	✓	**SEM Goal I, II, III, and IV**	• Increase exposure and awareness of KKC programs to relevant stakeholders from the CPS Parent University.	In Summer 2019, KKC met with Parent University to discuss ways to collaborate and to create a site at KKC for a new parent university location.
CineSpace Chicago Film Studio Partner Type: **Corporate**	CECA • (Arts Music, Media, Theater, Visual	✓	**SEM Goal III, IV, & V**	• Increase internship and externship opportunities for students pursuing work in the production and film industry.	In Spring 2019, CineCares Foundation welcomed KKC as a community partner who has the opportunity to make recommendations for internships
City of Chicago DCASE Partner Type: **Municipal**	CECA (Arts Music, Media, Theater, Visual	✓	**SEM Goal III, IV, & V**	• Increase awareness and exposure of KKC campus and programs within the City of Chicago.	In Summer 2019, KKC met with Commissioner Mark Kelly regarding opportunities to partner. In Fall 2019 KKC will be featured in the City of Chicago's Year of Chicago Theatre Open House.
CollaborAction Theatre Company Partner Type: **Non- Profit**	• CECA • DTI –Carpentry	✓	**SEM Goal III, IV, & V**	• Increase exposure and awareness of the KKC campus while bringing culturally competent content to the stage.	In Fall 2019, KKC will host the first of Three productions on campus: Peacebook-August 2019 Encounter- January 2020 Red Island- April 2020
DuSable Museum of African American History Partner Type: **Non- Profit**	• African Studies Course • CECA (Arts Music, Media, Theater, Visual • College Success Course • General Associates programs	✓	**SEM Goal I, II, III, IV & V**	• Increase externship and experiential learning opportunities for KKC students through exposure to careers as Archivist and Museum Curators. • Provide KKC students access to primary source archives.	In Spring 2020, DuSable to host Social Justice Symposium to feature on Smithsonian Channel.
Goodman Theatre-Chicago Partner Type: **Non- Profit**	• CECA (Arts Music, Media, Theater, Visual • Continuing Education • DTI –Carpentry	✓	**SEM Goal III, IV, & V**	• Increase internship opportunities for KKC students in theatre and set creation in carpentry. • Increase engagement opportunities with the elder populations.	In Fall 2019, Goodman will collaborate with KKC to deliver GeNarrations where adults aged 55+ can deliver storytelling performances.

CITY COLLEGES of CHICAGO
Kennedy-King
Strategic Enrollment Management Plan 2019-2022

Community and Corporate Partnership Strategies continued

Partner Organization	Program Impact Opportunity	Equity Impact	Goal Alignment	KPI	Time-Line
Hyatt Corporation • Hyatt Black Partner Type: **Corporate**	• DTI- Various Programs • HVAC Program • WCHI-Culinary Arts • WCHI-Hospitality • General Associates Programs	✓	**SEM Goal** I, II, III, IV & V	• Increase internship options for KKC students by aligning with Hyatt's goal to diversify the hospitality industry.	In Fall 2019, Hyatt Executive team will tour KKC. Also, in October 2019, a team of KKC students will tour the Hyatt corporate offices.
Ingenuity Partner Type: **Non-Profit**	CECA • (Arts Music, Media, Theater, Visual Communications)	✓	**SEM Goal** III, IV, & V	• Increase exposure and awareness of KKC campus while bringing culturally competent content to the stage	In August 2019, Ingenuity met with KKC to discuss collaboration opportunities for KKC with the City of Chicago, CPS, and relevant arts organizations.
Lift Chicago Partner Type: **Non-Profit**	All Instructional Areas • Credit Programs • Adult Education Programs • Continuing Education	✓	**SEM Goal** I, II, III, IV & V	• Increase retention for students who are parents through mentoring. • Provide job placement assistance.	In Spring 2020 LIFT Chicago is seeking to have an Anti-Poverty Summit on the KKC campus. Additionally, they are seeking to support Adult Education students who stop out to re-enroll.
Metro Edge Partner Type: **Corporate**	IT Innovation Hub • Data Container HVAC Program	✓	**SEM Goal** I, II, III, IV & V	• Increase awareness and exposure for STEM related programs at KKC. • Increase professional development & training for minorities in the IT profession.	In Spring 2020, the first cohort for the Data Container will begin.
SUSE Partner Type Corporate	IT Innovation Hub • Cloud Security	✓	**SEM Goal** I, II, III, IV & V	• Increase awareness and exposure for STEM related programs at KKC. • Increase professional development & training for minorities in the IT profession.	In Spring 2020, the first cohort for Cloud Security will begin.

University of Chicago (UChicago)- Court Theater
 	
Partner Type:
Non- Profit
	• CECA
	  o Arts
	  o Music
	  o Media
	  o Theater
	  o Visual Communications
		✓	**SEM Goal** III, IV, & V	• Increase exposure and awareness of the KKC campus while expanding the pipeline for high school students in the arts.	In Fall 2022-2023 Season UChicago Court theater will produce one of the August Wilson Century Cycle plays at KKC.
					
					UChicago would like to work with KKC faculty and students on a collaborative initiative in the arts
					
					UChicago would like to work on a pipeline initiative for high school students, KKC students, and the production team at Court Theater.

Wynton Marsalis Internationally acclaimed musician
 	
Partner Type:
Non-Profit
	• CECA
	  o Arts
	  o Music
	  o Media
	  o Theater
	  o Visual Communications
		✓	**SEM Goal** III, IV, & V	Increase exposure and awareness of the KKC campus while expanding the pipeline for high school students in the arts.	In Spring 2019, Wynton Marsalis expressed interest in developing a summer camp for inner city youth to gain access and exposure to educational programming in the arts at KKC for Summer 2020.

CITY COLLEGES of CHICAGO Kennedy-King **Strategic Enrollment Management Plan 2019-2022**

KKC Enrollment Boost Strategies by Areas of Strategic Focus
Marketing and Brand Boost Strategies

Enrollment Management Boost Strategies			
Marketing and Brand Conversion Strategies			
Responsible Unit	**Strategic Initiative**	**Equity Impact**	**KPI**
Enrollment Management • Enrollment Services Team **District Partners** • AVC Enrollment • AVC Marketing	• Work with District Marketing and Communications to develop a comprehensive, integrated marketing plan to increase awareness of KKC programs and value across multiple platforms including print, digital, social media and traditional media.	✓	+ Enrollment Indicator
Enrollment Management • Recruitment **District Partners** • AVC Enrollment • AVC Marketing	Develop a robust communication plan for each stage of the enrollment funnel to include: • Email series to prospective students encouraging an application and visit campus. • Transactional email series with steps to apply, "what's next to enroll" and ways to pay • Nurturing email series to encourage attendance at orientation and registration for classes	✓	+Enrollment Indicator
Enrollment Management • Recruitment **District Partners** • AVC Enrollment • AVC Marketing	• Strengthen campus visibility in the community through relevant awareness campaigns at critical times in the enrollment cycle using location based digital media tactics (i.e., registering for classes) • Increase exposure for the College's image and brand	✓	Enhance campus image in the community
Enrollment Management • Enrollment Services Team **District Partners** • AVC Enrollment • AVC Marketing	Develop robust campus recruitment materials to support the enrollment cycle to include but not limited to: • College recruitment view book/travel book that will provide a general overview of all programs, including Centers of Excellence. • Recruitment collateral for each stage of the enrollment funnel including but not limited "register now "posters for both internal and external use. • Recruitment materials for targeted program pathways that included CTE programs and Transfer pathways • "Ways to Pay" guide for students to navigate the financial aid process • New student decision check-list with clear next steps for enrollment and registration • Targeted marketing through direct mail postcards, newspaper, digital spots, radio ads, etc., Out of Home Media, Lifestyle, and experiential.	✓	Increase the number of inquiries from recruitment events.
Enrollment Management • Enrollment Services Team **District Partners** • AVC Marketing	• Enhance Social Media Usage and develop a social media plan to support enrollment efforts on campus using Facebook, Twitter, Instagram, YouTube • Develop targeted social media campaigns to promote special population enrollment (i.e., dual credit and high school students in May and August)	✓	Increase engagement on relevant platforms
Enrollment Management • Enrollment Services Team **District Partners** • AVC Marketing	• Build Awareness Campaigns for New Program Initiatives and relevant campus initiatives, including: • 50th Anniversary for KKC • CECA • HLC Awareness • Innovation Tech Hub	✓	Increase awareness of relevant initiatives both internally and externally

CITY COLLEGES of CHICAGO Kennedy-King **Strategic Enrollment Management Plan 2019-2022**

Retention Boost Strategies

Enrollment Management Boost Strategies			
Retention Conversion Strategies			
Responsible Unit	**Strategic Initiative**	**Equity Impact**	**KPI**
Enrollment Management • Admissions **Student Services** • Academic Advising, Academic Affairs Enrollment Management	• Create a Mandatory Orientation program for all first time full-time students. • Create a robust First Year Experience Program • Create a "take one more class" initiative to encourage both full and part-time students to increase credit accumulation. • Develop a "Degree Completion Pledge" to encourage students to stay on track from the point of registration.	✓	Increase attendance at Orientation and overall yield for Registration Increase time to degree and credits to degree
Student Services • Academic Advising	• Develop a Peer Advising Program Model to engage students in the relevant conversation for re-enrollment. • Increase persistence and completion with a "Commit to Complete" Initiative • Increase retention term to term with encouraging students to take one more class as a way to increase credit hour production. • Maintain an "intrusive" advising model for all students.	✓	Increase the credit hour production for both part-time and full-time students annually. Increase early alert follow-up to students between 0-30 hours Increase fall to fall retention rate.

Student Services
• Student Activities
• SGA Student Leaders
	• Increase mentoring for men of color with a new male success initiative at KKC called the King's Men to impact retention.
	• Scale up mentoring through partnerships with organizations like 100 Black Men, BAM, and OMD.
	• Improve Student Engagement opportunities during "Welcome Week."
	• Develop and implement a Success Initiative to foster retention and engagement among KKC's mostly female population.
	• Provide support services for students with food insecurities and homelessness.
	• Develop partnerships with service organizations to address social service issues that our students encounter related to:
	   o Childcare
	   o Disability Support
	   o Environmental Trauma
	   o Food Insecurities
	   o Homelessness
	   o Mental Health
		✓	Increase the number of workshops/ programming for males of color
			
			Increase Student Success
			
			Increase student campus participation
			
			Increase the term to term retention rate for males of color.

Academic Affairs • Academic Tutoring • Academic Affairs	• Increase individual Academic Tutoring to help term to term retention for students • Offer flexible course delivery options to meet the needs of part-time and adult students. • Support further education of students who receive certificates. • Revamp the College Success Course to provide a more meaningful transition of students to KKC.	✓	Increase the term –to-term retention rate of students who participated in tutoring services. Increase enrollment in College Success courses.

Recruitment Boost Strategies

	Enrollment Management Boost Strategies		
	Recruitment Conversion Strategies		
Responsible Unit	**Strategic Initiative**	**Equity Impact**	**KPI**
Enrollment Management • Enrollment Services Team **District Partners** • AVC Enrollment • AVC Marketing • AVC ITS	Develop an inquiry management and communication follow-up process at each stage of the enrollment process • Develop a workflow for follow-up from inquiry to enrollment that includes phone calls, digital, print and social media • Secure a CRM for monitoring and engagement with prospective students.	✓	Increase follow-up communications with new students Increase the number of students who apply based on KKC follow-up.
Enrollment Management • Recruitment **District Partners** • AVC Enrollment • AVC Marketing	Develop and maintain a full year calendar of recruitment and outreach events • Track all recruitment touch points and share outcomes quarterly • Develop a college-level recruitment plan with an integrated marketing plan.	✓	Increase conversion of inquiry to applicant Increase the number of prospective students interested in KKC. Increase functionality for event management.
Enrollment Management • Recruitment **District Partners** • AVC Enrollment • AVC Marketing	Build a robust Daily Visit Program • Create Unique Campus Visit Days that are published and promoted at each stage of the enrollment process. • Add ways to visit on the website for KKC • Secure a robust event management tool • Develop a self-guided tour option as well as a virtual tour experience.	✓	Increase the number of on-campus events Increase registrations and attendance for on-campus events. Increase website traffic for visiting KKC Track the number of students who take a tour of the campus.
Enrollment Management • Enrollment Services Team **District Partners** • AVC Enrollment • District Community Liaison .	Build a Student Ambassador and Campus Outreach Volunteer Program • Develop a KKC Volunteer Ambassador Program to recruit, select and train current faculty, staff, and alum to become volunteer ambassadors for KKC • Encourage 15 volunteers to contribute 15 hours of services to campus per year for outreach initiatives.	✓	Increase the number of Student Ambassadors Increase the number of volunteers supporting recruitment and outreach programming
Enrollment Management • Enrollment Services Team **District Partners** • AVC Enrollment	Develop a Robust Tele-counseling program and campus call center. • Stop out Calling Campaign to any student who completed courses in the prior term • Registration Kick-Off campaigns six-weeks before peak registration each semester to encourage students to return. • Develop "Still time to Enroll" campaigns for students who enrolled in fall but not in spring to increase yield. • Develop "Still time to Apply" Campaigns for students who inquired but have not applied • Develop "Still time to Complete" campaigns to encourage students to complete any next steps before registering.	✓	Increase the number of calls to students who have not enrolled by 50%

CITY COLLEGES of CHICAGO
Kennedy-King   **Strategic Enrollment Management Plan 2019-2022**

Enrollment Management Boost Strategies	
Financial Aid and Financial Literacy Conversion Strategies	
Responsible Unit	**Strategies**
Enrollment Services (Recruitment/Outreach) Marketing Financial Aid	• Work with District Marketing and Communications to develop a "Ways to Pay for College" poster and brochure to use for recruitment and to help students understand financial aid, scholarships, payment plans, and the verification process if selected. • Work with District Marketing and Communications to create "Ways to Pay for College" email communication series for new and returning students. • Create "Next Steps to Enroll" email communication with links for how to check student account, pay a bill, and set-up payment plans for new and returning students.
Financial Aid	Increase the number of students applying for, and completing the Free Application for Federal Student Aid (FAFSA). • Create phone and email campaigns for new+ returning students who do not have a FAFSA or Scholarship on file. • Send strategic text reminders to students without a completed FAFSA before each term. • Create FAFSA Workshops to help students complete the process quarterly for new and returning students. • Create an email series to students upon application regarding FAFSA workshops.

KKC Operational 1 year Scorecard

		FY 2019			FY 2020					
	ENROLLMENT SEGMENT	**SU**	**FA**	**SP**	**SU**	**Headcount +/- from baseline**	**FA**	**Headcount +/- from baseline**	**SP**	**Headcount +/- from baseline**
01	Dual Credit	0	314	321	-	-	364	(373)-9	362	(381)-19
02	Dual Enrollment	37	123	137	22	(30)-8	188	(171)+17	135	(123)+12
03	Credit (no Star/ no Early College)	680	1,968	1,684	559	(540)+19	1,532	(1,785)-253	1,227	(1,443)-216
04	Credit STAR Scholar	20	85	80	28	(28) 0	104	(104)0	100	(120)-20
05	Continuing Education	278	375	276	309	(310) -1	340	(385)-45	307	(280) +27
06	Adult Ed	565	683	688	466	(466)0	615	(585)+30	546	(506)+40
07	**Total Credit Headcount +/-**	**1,580**	**3,548**	**3,186**	**1,384**	**(1,374)+10**	**3,143**	**(3,403)-260**	**2,677**	**(2,849)-176**

Duplicated Headcount Enrollment

KKC Strategic Enrollment 3 year Scorecard

+1.3% increase per year in Credit (floor)

+2.0% increase per year in Credit (reach)

KPI Metric	FY 2019 Actual*	FY2020 Floor	FY2020 Reach	FY2021 Floor	FY2021 Reach	FY2022 Floor	FY2022 Reach
Total Enrollment	5,547	4,773	4,927	4,835	5,025	4,897	5,125
Credit Enrollment	3,648	3,066	3,189	3,105	3,252	3,145	3,317
Payment Deadline Policy Impact		-15%		-13%*		-11%*	
Adult Education Enrollment	1,266	1,098	1,120	1,048	1076	998	1032
Continuing Education Enrollment	844	860	877	868	894	876	911
Credit Hours	49,905	41,391	43,047	53,792	55,943	54,598	56,781
Fall-to-Spring Retention	59.20%	60.00%	62.00%	60.78%	64.00%	61.57%	68.00%

Kennedy-King College is projecting a significant decline in credit enrollment in our one year scorecard, driven by a projection that 15% of students attempting to register will be dropped for failure to satisfy pre-term payment requirements for the Fiscal Year 2020.

However, KKC projects modest increases in its floor rate at 1.3% growth per year equally which equates to roughly 124 new students by 2022 across all instructional areas before the impact of the payment deadline policy is applied and the KKC reach rate per year across all instructional areas is 2%.

We are projecting a 1.3% increase in the floor for Fiscal Year 2021 and Fiscal Year 2022 totally a 2.6 % increase over the next three years respectively.

Credit Enrollment Floor: Overall, we project a 1.3 % floor growth per year including all instructional areas for the next three years based on various SEM initiatives.

Credit Enrollment Ceiling: If efforts to mitigate the impact of the new PDS policy are successful and KKC can begin implementing key actions items derived from our SEM planning efforts, the campus hopes it can improve on its floor target by 2% per year totally a 4% increase in enrollment respectively.

Adult Education Floor: KKC's ADED enrollment has been trending down for several years. IET/CTE workforce model offerings will hopefully offset some of the continued decline projected by this continuing trend. However, our projection for Adult Education is -10% by 2022.

Adult Education Ceiling: If KKC can begin implementing key action items derived from its SEM planning efforts, the campus hopes it can improve on its floor target by 2% per year to reduce the decline to 8% overall.

Continuing Education Floor: KK is projecting similar CE enrollment as FY19, with several new programs planned for implementation in fall and spring, offsetting the loss of CE classes that had been offered through the French Pastry School (typically 20-30% of KK CE course enrollment).

Continuing Education Ceiling: If KK can begin implementing key action items derived from its SEM planning efforts, the campus hopes it can improve on its floor target by 2%.

Appendix-

Appendix 1.0 Campus SWOT Results

KKC Issues Identified during Campus SWOT Analysis				
• Lack of KKC Marketing Plan. • Physical facilities (appearance, signage) • Market the benefits of attending KKC to the community. • Better serve the adult student population and market to them • Communication and marketing to district employers in need of credential and professional enhancement • Training needs of district employers • Workforce development opportunities • Recruitment and outreach to the growing Latinx community • Customer relations technology • Marketing deficiencies including but not limited to the website is not easily navigable, advertising not visible in the city, etc. • Collaboration across campus and within the City Colleges ecosystem needs to be improved.	• Develop new high demand programs • Market the benefits of attending KKC to high schools • Enhance outreach to adult student populations and market to them • Increase KKC yield of high school graduates • Form partnerships with businesses to develop joint programs • Develop partnerships with high schools to create joint programs • Form partnerships with community groups, non-profits, churches, etc. to develop joint programs to meet community needs • Training needs of district employers • Recruitment and outreach to the growing Latino community • Create transition/matriculation of Adult Ed and Continuing Education non-credit students • Improve the non-credit registration process • Offer more late start courses • Enhance online courses and program offerings	• Review advising office structure • Assist students with financial challenges • Make better use of scholarships and the CCC Foundation • College-wide strategy and service standards to improve the quality of student interactions • Additional support for students with non-cognitive challenges • KKC enhance Developmental ED program • Offer flexible course delivery options to meet the needs of part-time and adult students • Support further education of students who receive certificates • Improve Student Life Activities • Need a campus bookstore/spirit store. • Improve business procedures and process flows. • Address issues of trauma with more support and referral services for students. •	• Determine why students drop courses • Expand/re-envision Student Career Services office • Review advising office structure • Physical facilities (appearance, signage, etc.) • Student success in high-enrolled, high-impact courses • Professional development and support for faculty and Staff • Assist students with financial challenges • Better serve the adult student population and market to them • College-wide strategy and service standards to improve the quality of student interactions • Provide additional support for first-year students • Student concern that they do not know early in the term if they are doing poorly in a course • Support further education of students who receive certificates	• Expand/re-envision Student Career Services office • Assist students with financial challenges • Review advising office structure • Increase the utilization of severely under-utilized facilities on campus. • Expand Student Ambassador Program. • Expand food pantry options for our students and communities to address issues of food insecurities and homelessness among students.

Strategic Enrollment Management Plan 2019-2022

Appendix 2.0 Kennedy-King College SEMPAC Meeting Schedule

January

- **1.23.19**
  CCC District-Wide Strategic Enrollment
  Management Kick-Off Meeting

February

2.15.19 1:00pm-3:30pm

KKC SEMPAC Kickoff Meeting
- ✓ SEM 101, History of SEM
- ✓ Understanding Data Bias
- ✓ Defining our Urgency for SEM
- ✓ Campus SWOT

2.22.19 9:30am-11:00am

Meeting 2 KKC SEMPAC
- ✓ Defining our Framework: Loss and Momentum
- ✓ Enrollment Funnel 101
- ✓ Campus SWOT Deep Dive

March

3.8.19 9:30am-11:00am

Meeting 3 KKC SEMPAC
- ✓ SWOT "Deep Dive" Activity
- ✓ Ranking of SWOT Themes
- ✓ Internal Pairing SO and WO
- ✓ Review 10 year Credit Enrollment Demographic Trend

3.15.19 9:30am-11:00am

Meeting 4 KKC SEMPAC
- ✓ Overview of Adult Education
- ✓ Overview of Continuing Education
- ✓ (Review 10-year Enrollment Demographics Trend for Adult and Continuing Education

3.22.19 3:00pm-5:00pm

Meeting 5 KKC SEMPAC
- ✓ SEM Review Kahoot Activity #1
- ✓ Overview of Academic Focus Areas
- ✓ Explaining Degree Options
- ✓ Difference between Academic Plans and Academic Programs
- ✓ Review Enrollment by Focus Area

3.29.19 3:00pm-5:00pm

Meeting 6 KKC SEMPAC
- ✓ SEM Review Kahoot Activity #2
- ✓ Continued Review Enrollment by Focus Area
- ✓ Review of Course Success Data by highest enrolled courses

April

4.12.19 9:00am-4:00pm

CCC District-Wide Strategic Enrollment Management Meeting
- ✓ Environmental Scan Data

4.26.19 9:30am-11:00am

Meeting 6 KKC SEMPAC
- ✓ SEM Review Kahoot Activity #3
- ✓ Environmental Scan Data Review
- ✓ Group Data Activity
  - o Identify major data trends
  - o What opportunities exist?
  - o What can we do?

May

5.10.19 9:30am-12:00pm

Meeting 8 KKC SEMPAC
- ✓ SEM Review Kahoot Activity #4
- ✓ Course Success Data Review
- ✓ Review Retention Data
  - o 3yr Cohort Success

5.17.19 9:30am-12:00pm

Meeting 9 KKC SEMPAC
- ✓ SEM Review Kahoot Activity #5
- ✓ Continued Success Data Review
  - o 3yr Cohort Success
- ✓ Student Satisfaction Data Overview
  - o CSSE
  - o Value Proposition Data

5.31.19 9:30am-12:00pm

Meeting 10 KKC SEMPAC
- ✓ SEM Review Kahoot Activity #6
- ✓ Student Focus Group Research Review
- ✓ Review Top Ranked SWOT
- ✓ Preliminary Goal Setting

June

6.7.19 9:30am-12:00pm

Final Meeting KKC SEMPAC
- ✓ SEM Review Kahoot Activity #7
- ✓ SEMPAC Reflection + Notables
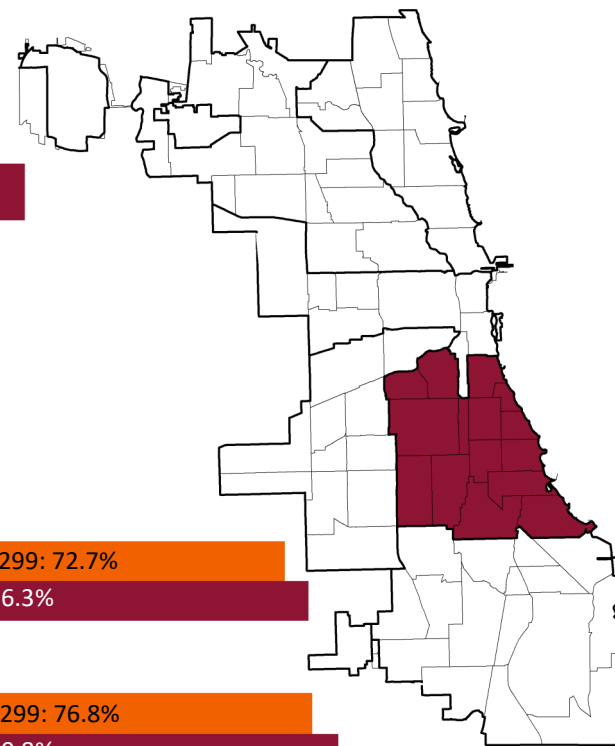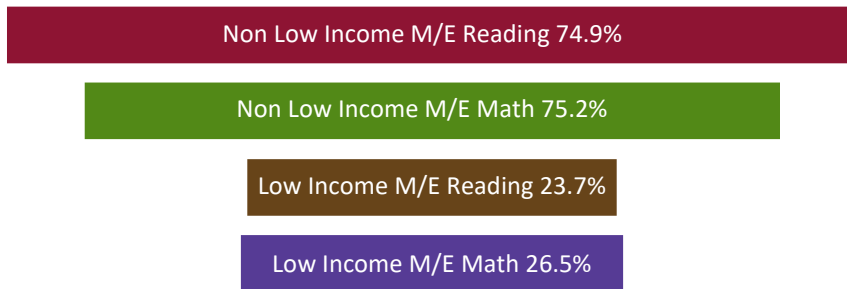- ✓ Final Goal Setting
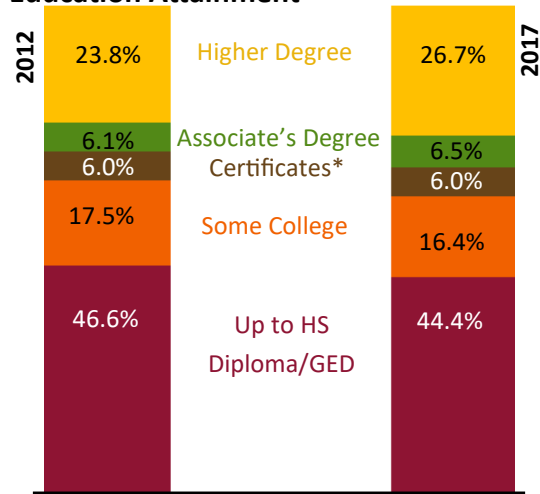
July

Writing Period
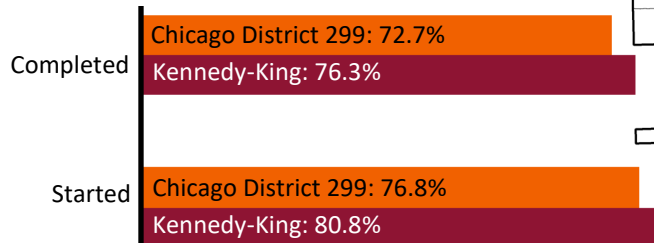
August

Final SEM Plan Submitted

Kennedy-King

SAT Performance by Income — 2018

Non Low Income M/E Reading 74.9%

Non Low Income M/E Math 75.2%

Low Income M/E Reading 23.7%

Low Income M/E Math 26.5%

Education Attainment

2012

- 23.8% Higher Degree
- 6.1% Associate's Degree
- 6.0% Certificates*
- 17.5% Some College
- 46.6% Up to HS Diploma/GED

2017

- 26.7% Higher Degree
- 6.5% Associate's Degree
- 6.0% Certificates*
- 16.4% Some College
- 44.4% Up to HS Diploma/GED

*Estimate by the Lumina Foundation of certificate holders in Illinois

FAFSA Applications:

Completed
- Chicago District 299: 72.7%
- Kennedy-King: 76.3%

Started
- Chicago District 299: 76.8%
- Kennedy-King: 80.8%

Household Computing Access

Kennedy-King
- No Computer: 33,252, 23%
- Computer w/o Internet: 20,669, 14%
- Computer w/Internet: 88,954, 62%

Illinois
- Computer w/o Internet: 8%
- No Computer: 13%
- Computer w/Internet: 79%
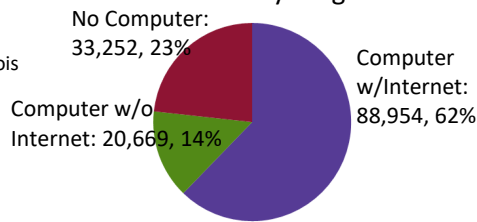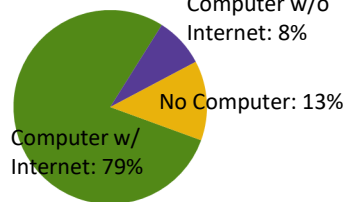
Graduates Enrolled in Postsecondary Institutions

16 months
- Kennedy-King: 69.5%
- District 299: 66.4%

12 months
- Kennedy-King: 68.5%
- District 299: 65.3%

Number of Households by Income Bracket:

Change 2012 to 2017

- Less than $25,000: +1,282
- $25—$49,999: -2,602
- $50—$74,999: -1,233
- $75—$99,999: +107
- $100—$124,999: +609
- $125—$149,999: +1,567
- $150—$199,999: +376
- Over $200,000: +1,071
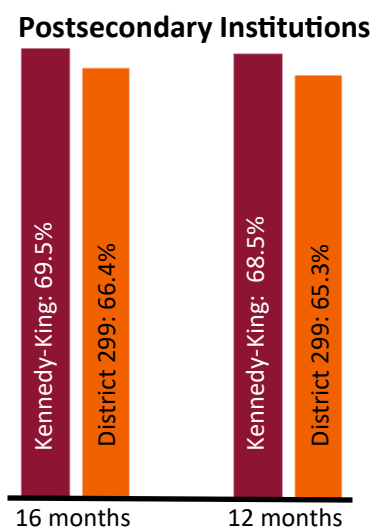
Distribution of Poverty by Age

Age 65+
- Kennedy-King: 2.8%
- City of Chicago: 9.1%

Age 18-64
- Kennedy-King: 19.3%
- City of Chicago: 58.6%

Age Under 18
- Kennedy-King: 10
- City of Chicago: 32.3%

Percent of Homes with a Mortgage: 69.8% in 2012 and 62.9% in 2017.

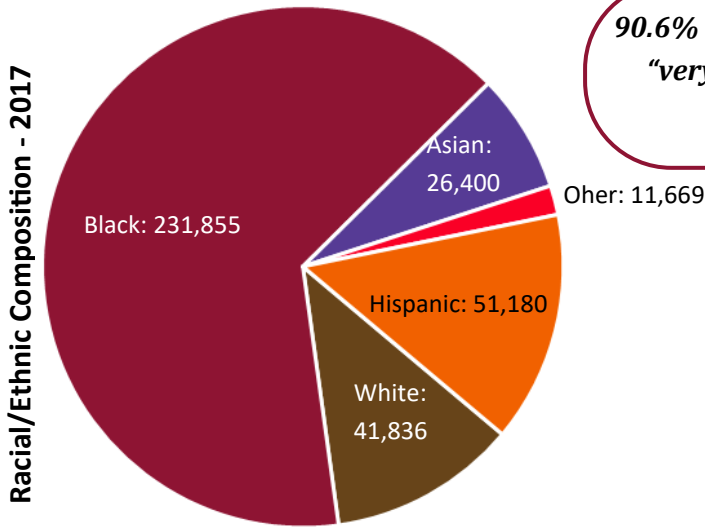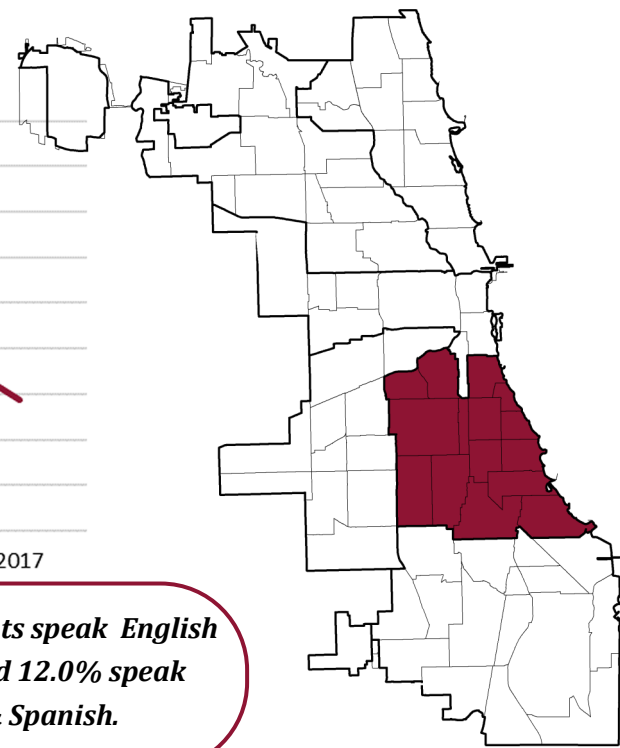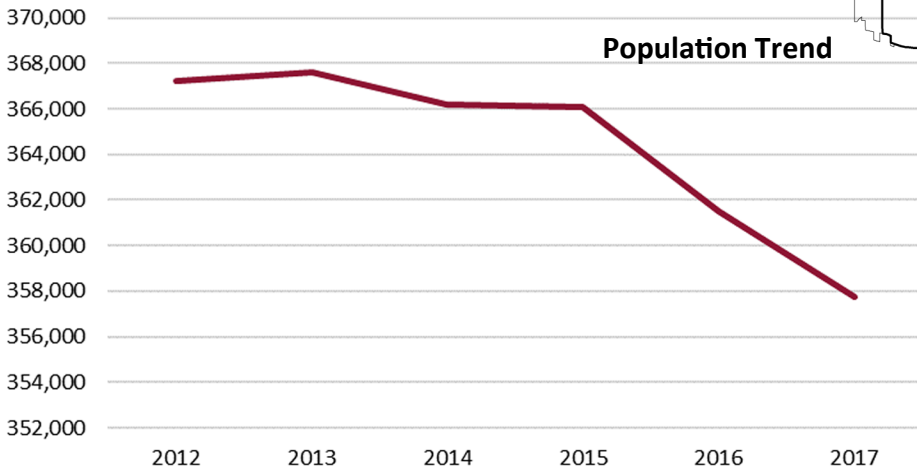Percent of Homes with a Second Mortgage or Home Equity: 23.9% in 2012 and 9.7% in 2017.
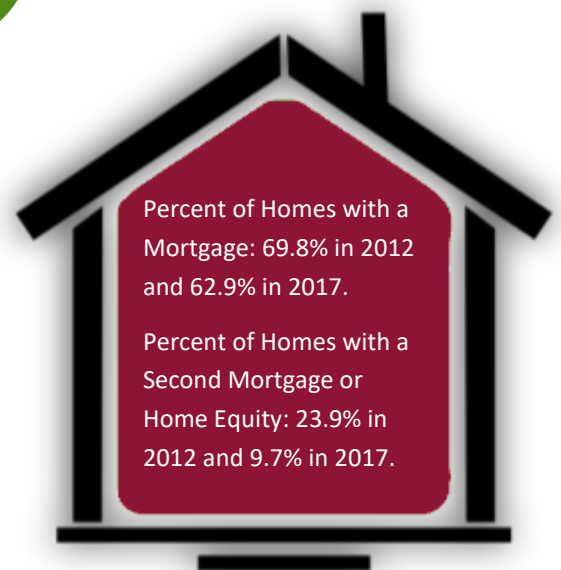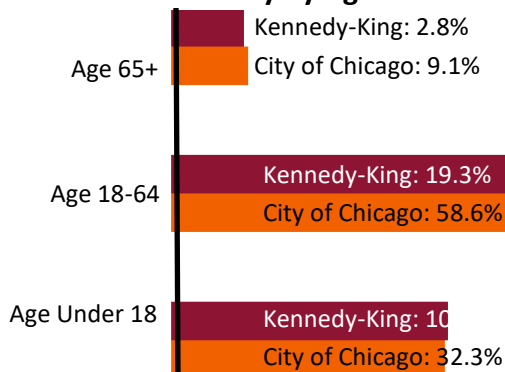
NORTHERN ILLINOIS UNIVERSITY

Center for Governmental Studies

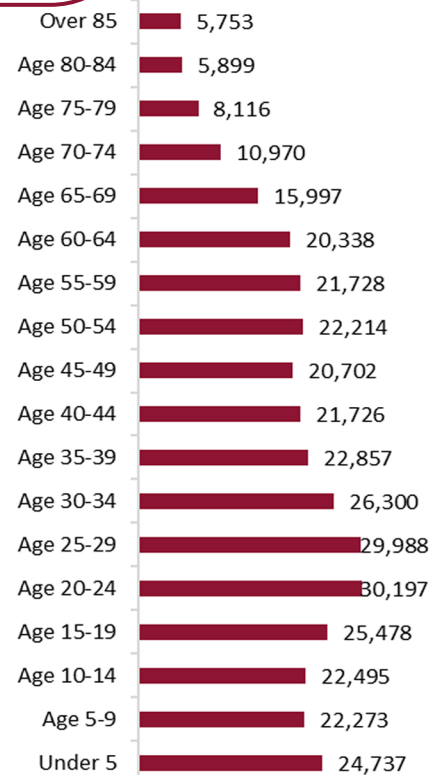*Outreach, Engagement, and Regional Development*

Kennedy-King

Population Trend

Year	
370,000	
368,000	
366,000	
364,000	
362,000	
360,000	
358,000	
356,000	
354,000	
352,000	

2012 2013 2014 2015 2016 2017

Racial/Ethnic Composition - 2017

Black: 231,855

Asian: 26,400

Oher: 11,669

Hispanic: 51,180

White: 41,836

90.6% of residents speak English "very well" and 12.0% speak English & Spanish.

Racial/Ethnic Change, 2012-17

Category	Value
Other	144
Hispanic	2,239
Asian	5,332
Black	-17,106
White	-87

Population by Age Group—2017

Age Group	Population
Over 85	5,753
Age 80-84	5,899
Age 75-79	8,116
Age 70-74	10,970
Age 65-69	15,997
Age 60-64	20,338
Age 55-59	21,728
Age 50-54	22,214
Age 45-49	20,702
Age 40-44	21,726
Age 35-39	22,857
Age 30-34	26,300
Age 25-29	29,988
Age 20-24	30,197
Age 15-19	25,478
Age 10-14	22,495
Age 5-9	22,273
Under 5	24,737

Citizenship Status

■ 2012 ■ 2017

	2012	2017
U.S. Citizen	86.9%	88.0%
Naturalized Citizen	5.1%	4.4%
Not a U.S. citizen	8.1%	7.6%

Work and Live

50,075 Commute In

104,575 Commute Out

15,054