



Course Correction when the Planning Process Stutters

Aubria Nance

Dean of Enrollment, Bucks County Community College

Dekia Smith

Dean of Students, Bucks County Community College

Dawn Fortin Mattoon

Assistant Vice President, RNL

Bucks County Community College



About Us:

- 3 Campuses
- 2-year college with over 70 transfer degree certificate programs
- 7,500 degree-seeking students
- Suburban/Rural setting
- Non-Credit and Workforce Development Certificate Programs



Bucks County Community College

- 1 hr. north of Philadelphia, PA
- 2-year college with over 70 transfer degree certificate programs
- 8,000 students
- Suburban/Rural
- Workforce Development Certificate Programs

Traditional Planning

- Set goals then develop steps to achieve those goals



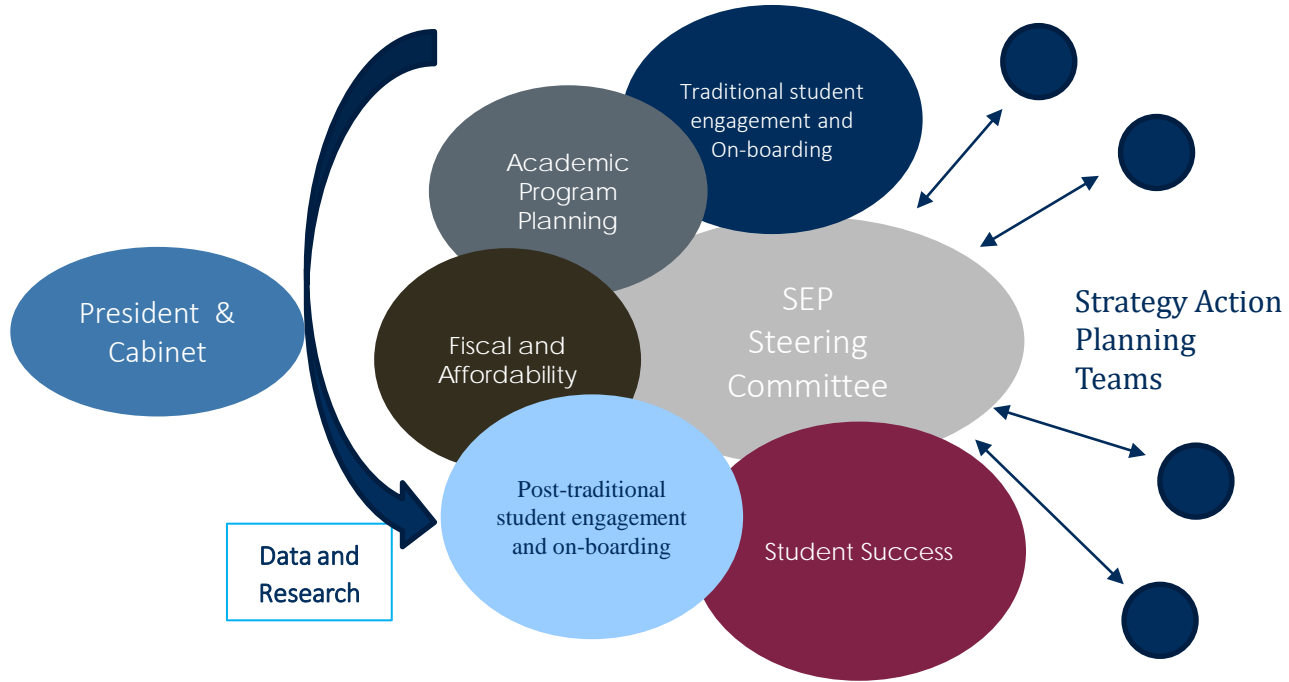
Strategic Planning

- Align organization with its environment to promote stability, sustainability, growth, and/or excellence

The SEP Framework



Organizational and Working Group Structure for Strategic Enrollment Planning at Bucks



AOG Strategic Enrollment Planning involves:



- **Program** (academic, co-curricular, services, support)
- **Place** (on-site, off-site, online, hybrid)
- **Price and Revenue** (tuition, fees, discounts, incentives)
- **Promotion** (digital marketing, recruitment, web presence)
- **Purpose and Identity** (mission, distinctiveness, brand, ranking, reputation)
- **Process** (search, instruction, student support, engagement)

Active Planning

Leadership Engagement

Agreement on Process

Planning Context



Grounded in Data

Internal

Current

External



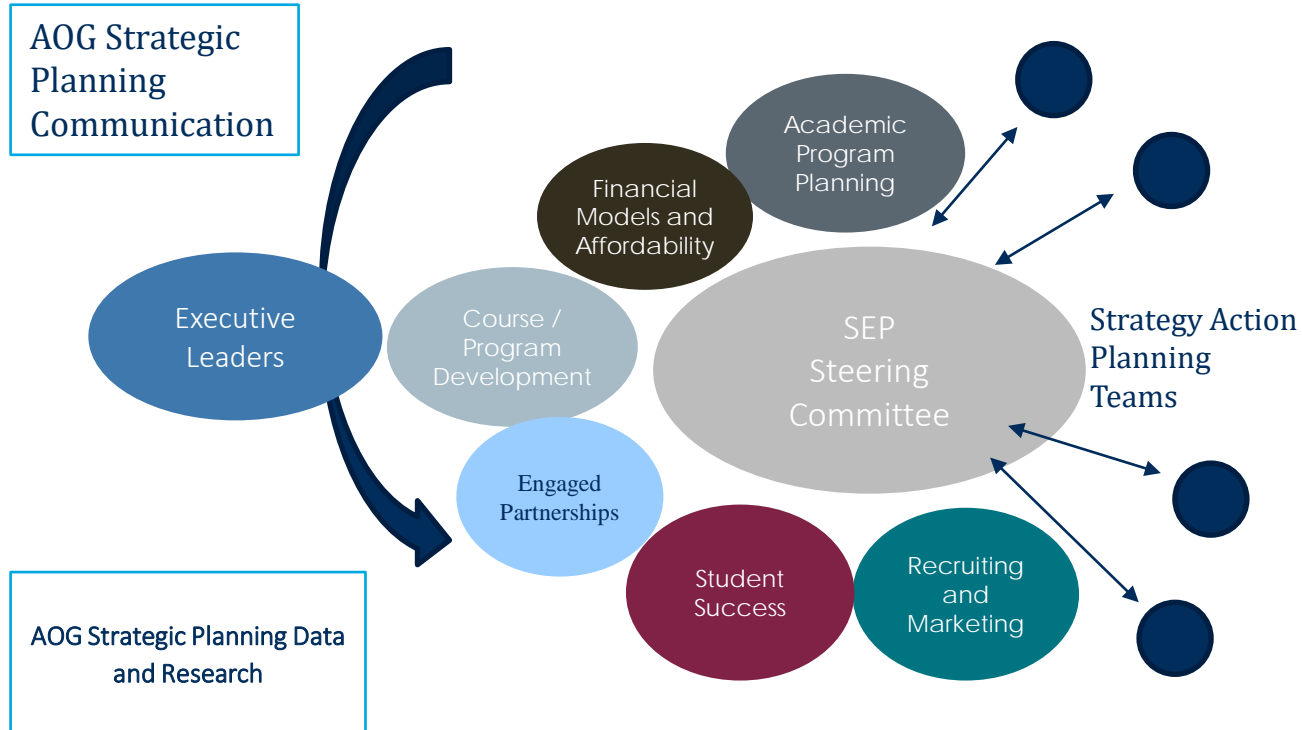
Broad Participation

Leadership

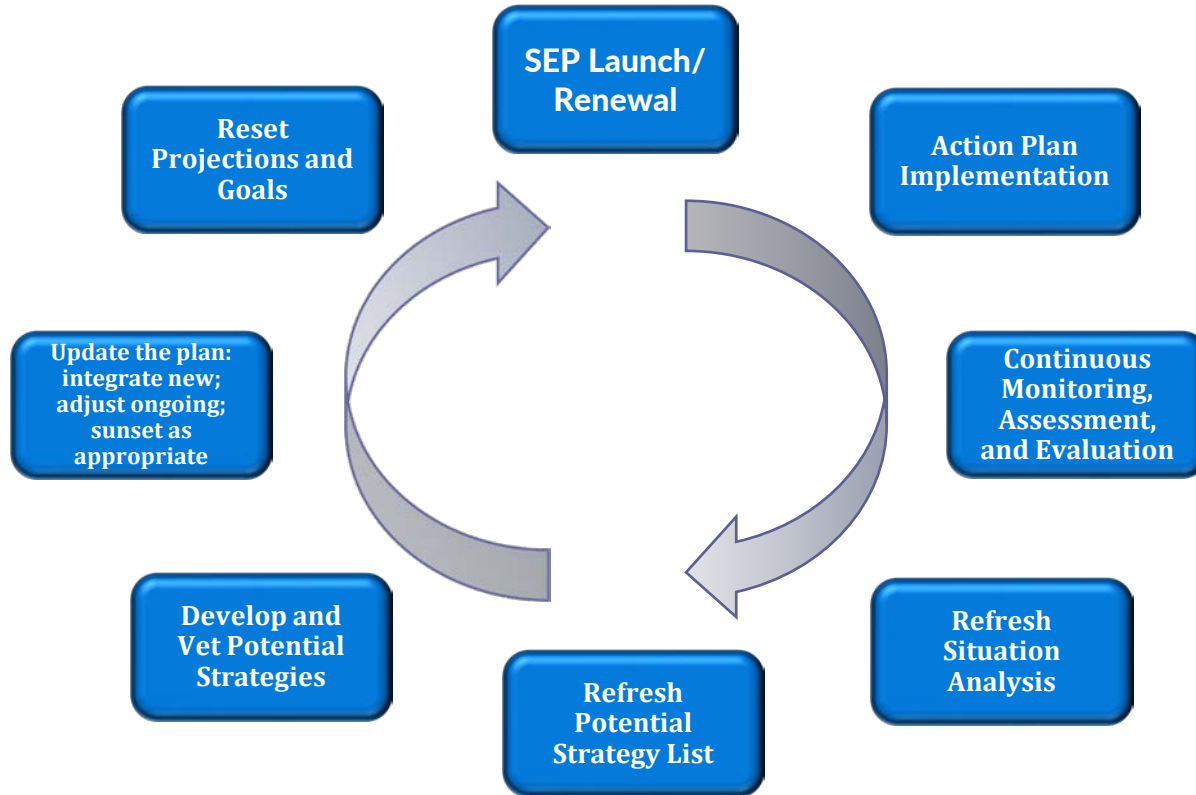
Communication

Right People

Adult, Online and Graduate SEP working groups = Focus Area Situation Analysis



SEP/M Council: Think Cycle



The SEP Experience

Getting Started

- You need buy-in from every area.
- Help your team understand the things that are foreign to them/their work.

Keeping Momentum

- Avoid meeting fatigue.
- Utilize and acknowledge the strengths of each team member.
- Set goals for each person- everyone has a role to play.

Managing Expectations

- Strong and honest leadership is a must!
- Great ideas don't always come to fruition.
- Group prioritization + agreement = a successful plan

Inspiring Action

- Set your goals... and set them again.
- Stay positive.

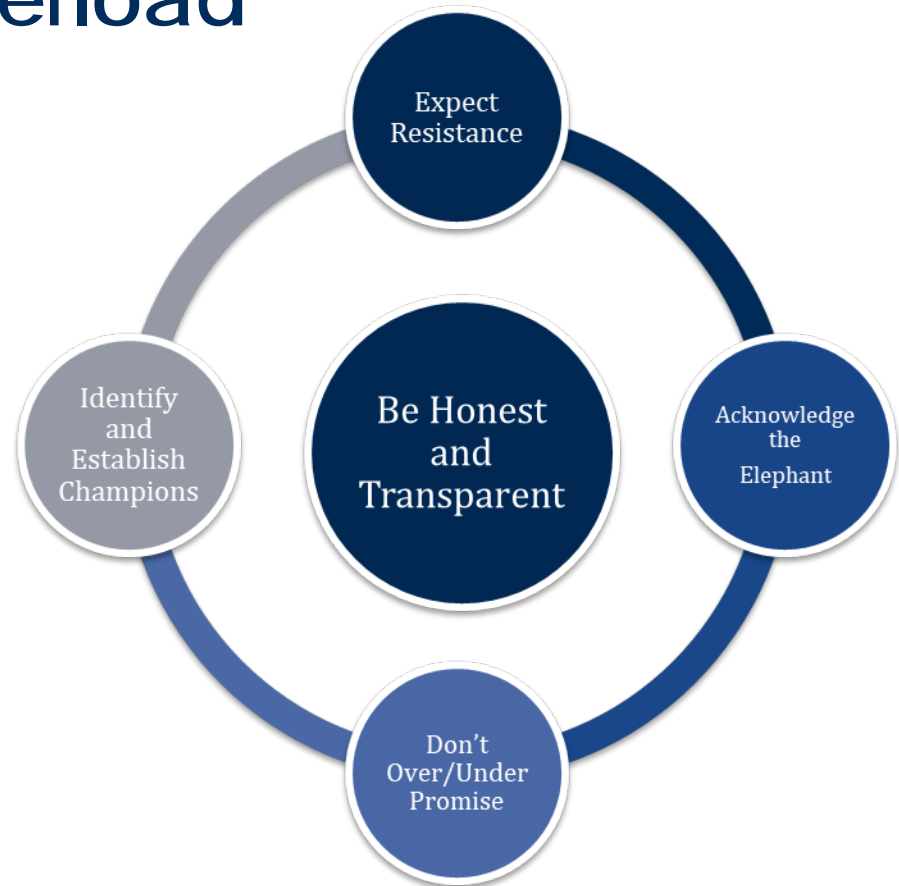
Consultant Culture Overload

YOU MUST:

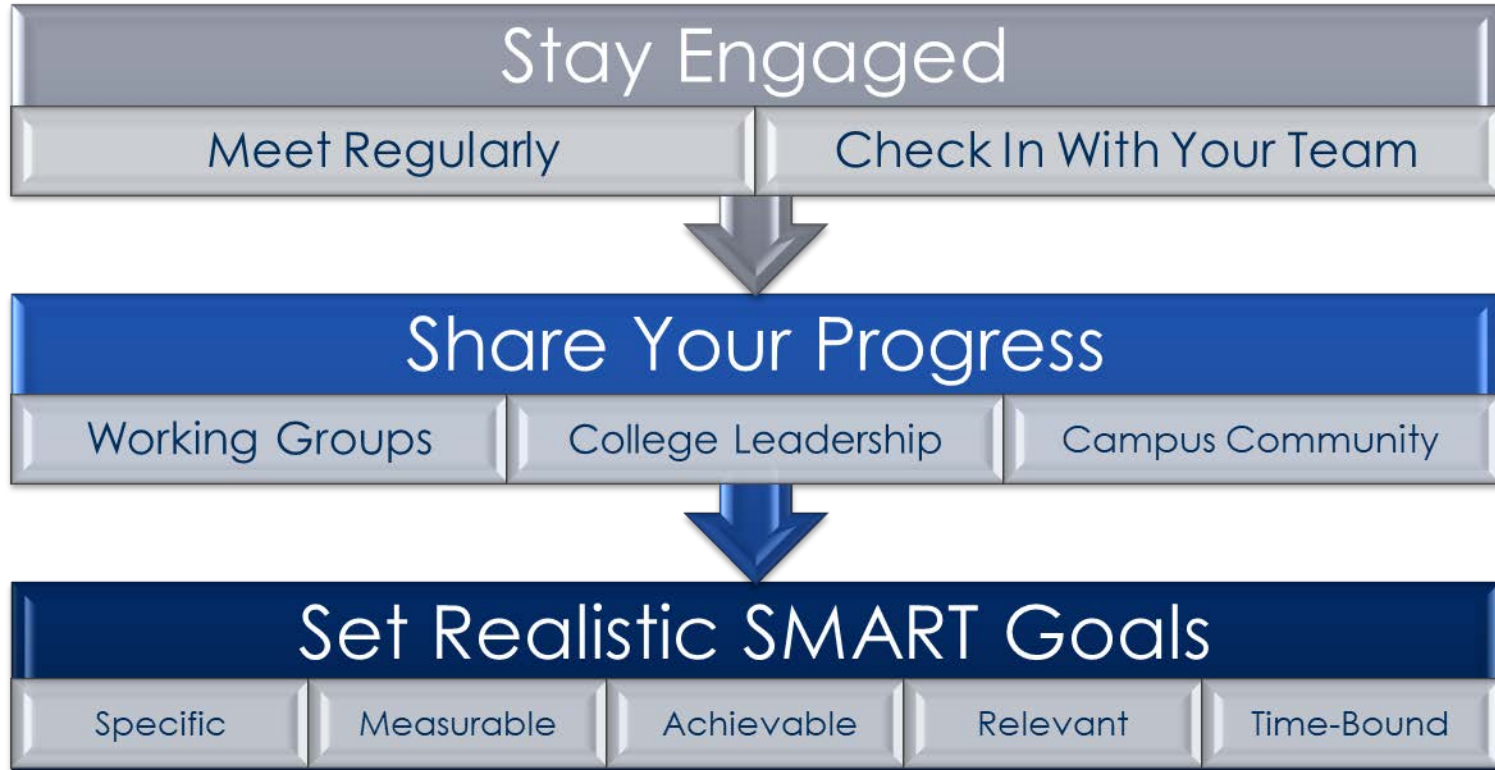
- Understand the consultant culture of your institution.
- Be sensitive to the impact on morale.
- Recognize the consultant's role at the beginning and actively review throughout the process.

DON'T FORGET TO:

- Establish concrete and manageable deliverables and timelines.
- Identify strong and committed leaders/group members.
- Build up and support SEP Champions.



Finishing The Project



Steps to Reprioritizing the SEP

Steps taken from August 2023- December 2023

- Refocus the leadership
 - Outline the action plans
 - Present the work that has already been completed
 - Come back to the “Why?”
 - Presidential support
- Reengage Steering Committee
 - Ensure the right leaders are in the right places
 - Consolidate committees as needed
- Reenergize the committees
 - Acknowledge efforts and reassurance
 - Adding and moving members as needed

SEP Strategy Alignment with BCCC's Areas of Focus - WIGS (Wildly Important Goals)



2022-2023 Strategic Commitments

New Student Strategies

New Student Strategies		WIG 1: Increase Enrollment							WIG 2: Increase Operational Efficiency					WIG 3: Create a Culture of Care	
		New Credit Students	Retention	Success	Credit Load	Recapture	Concurrent Enrollment	Alt-Credit Seats	Grant Revenue	Contract Revenue	Rental Revenue	Avg Section Capacity Filled	Cost Defrayment	Student Experience	Employee Experience
Plan	Strategy														
CRM & Recruitment Plan (1)	Identifying recruitment targets and determining recruitment tasks and communication based on target audience	x	x	x	x	x	x	x				x	x	x	x
	Create a funnel report to track application – enrollment and have ability to sort by target audience	x	x	x	x	x	x	x				x	x	x	x
	Audit all existing prospective and admitted communications	x	x	x	x	x	x	x						x	x
	Design communication plan and sequence, customized for target audience	x	x	x	x	x	x	x							
	Acquire and Implement CRM (Item is currently in progress)	x	x	x	x	x	x	x				x	x	x	x
	HIRE CRM Administrator (Need staffing)	x	x	x	x	x	x	x							x
	Adjust the communication flow based on funnel Data	x	x	x	x	x	x	x				x		x	x
	Integrate alternative credit and design customized communication flow to support alternative credit	x	x	x	x	x	x	x	x	x				x	x
	Continue to customize drip campaigns	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Add student success communication as phase II for CRM	x	x	x	x	x	x	x						x	x



SEP Strategies Prioritization

Collaboration

- ⑩ SEP Committees worked with Executive Leadership/President to prioritize the SEP strategies.

Group Charges

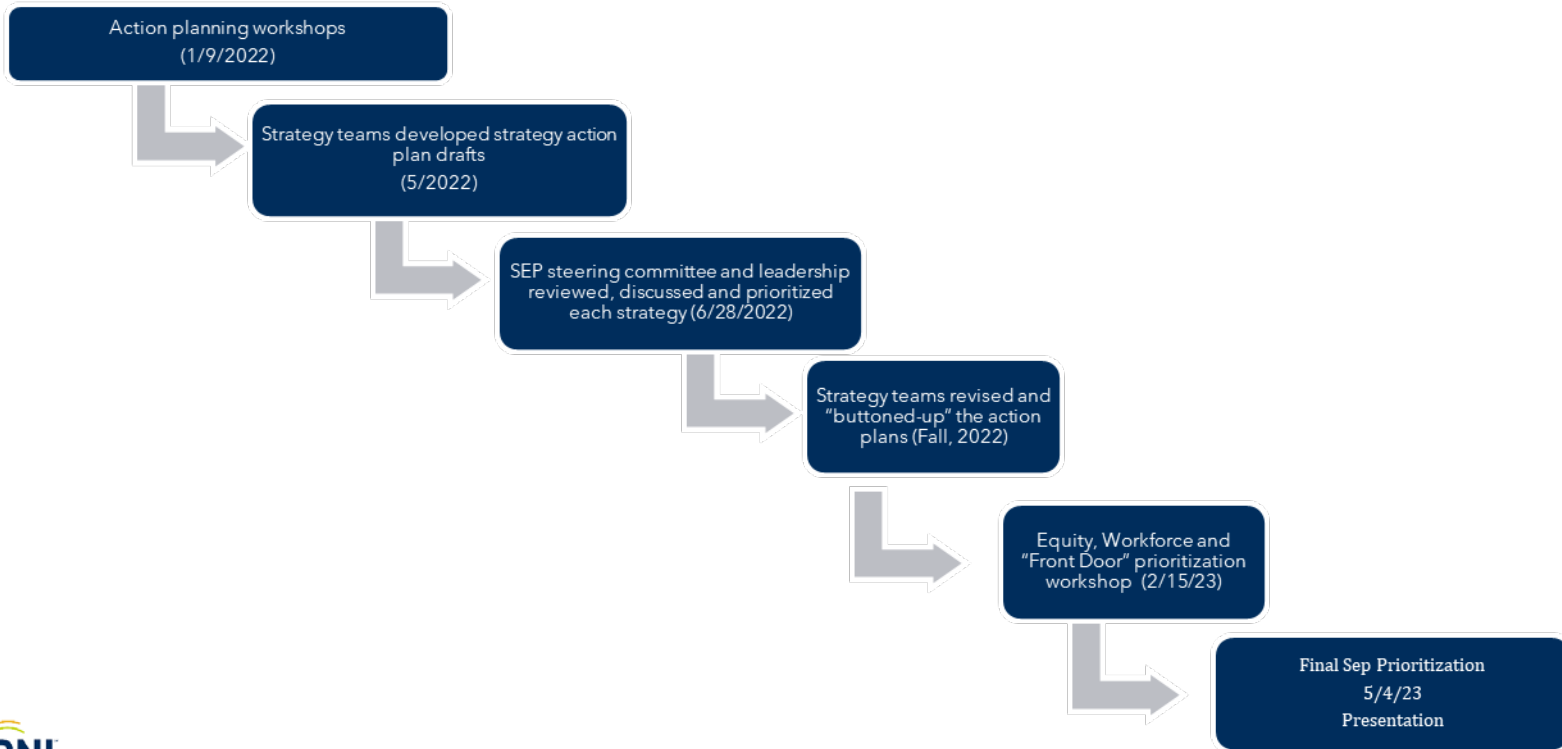
- ⑩ Choose 2-3 strategies that could be implemented in 6-12 months

Focus Areas

- ⑩ Front-Door
- ⑩ Workforce
- ⑩ Equity



Strategy Development Process January 2022- May 2023





Questions