SEM Plan Strategies and Tactics: A Town Hall Meeting #2

January 14, 2021
Tom Green, Ph.D.
TN TCAT SEM Process

Collect and analyze data - information
- Completed centrally by the TCAT Data Team

Set broad system enrollment goals
- Completed centrally by representatives from across TCATs with System Office

Develop enrollment strategies that support each goal
- Completed centrally by representatives from across TCATs with System Office

Develop and implement tactics to execute strategies
- Developed locally by each TCAT to tailor them to local needs/environment
SEM Goals

Recruitment

1. Increase enrollment of students directly following high school graduation by 1.5% annually from 4,233 in fall 2019 to 4,629 in fall 2025.

2. Increase adult enrollment by 1.5% annually from 4,651 in fall 2019 to 5,086 in fall 2025.

3. Increase dual enrollment by 1.5% annually from 5,118 in fall 2019 to 5,596 in Fall 2025.

Retention

1. The equity gaps (the differing rates of student success metrics between groups of students by race, gender, etc.) will be identified at each college no later than August 2021. Where equity gaps exist, they will be closed by cutting the difference in student success metrics in half by 2025.

2. The completion rate of TCAT students will increase from 82% in 2018-19 to 87% in 2024-25.

3. The job placement rate at each TCAT will meet or exceed the 89% system rate by 2024-25.

4. The licensure rates at each TCAT will meet or exceed the 95% system rate by 2025.
Updated TCAT Data Resources
Updated TCAT Data Resources

Chris Tingle, TCAT SEM Data Chair
Melissa Hunter, TBR Research Director
Our Approach to Strategy and Tactic Development
Hierarchical relationship of goals, strategies and tactics

Where the TCAT System aspires to be in the future

How your enrollment segments must change to meet your aspirations

The major strategies required to meet your goals

The operational plans to implement and sustain your strategies

Vision/Mission

Recruitment-Conversion Goals

Retention-Conversion Goals

Recruitment strategy 1
Recruitment strategy 2
Conversion strategy 3
Retention strategy 1
Retention strategy 2
Conversion Strategy 3

Recruitment tactics (multiple)
Recruitment tactics (multiple)
Conversion tactics (multiple)
Retention tactics (multiple)
Retention tactics (multiple)
Conversion tactics (multiple)
Language alignment

1. AACRAO uses a trio of hierarchical terms:
   - Goal
   - Strategy
   - Tactic
   - Other terms include action plans and action steps

2. ATD uses the term **strategy** to describe data-informed actions that are focused onto a specific student group
   - When we align “strategies” to SEM terms, these most often and most closely resemble the language of “tactics”
Proposed TCAT SEM Strategies

Tee Mitchell, TCAT SEM Recruitment Council Chair
Tiffany Bellafant Steward, TCAT SEM Retention Council Chair
TCAT SEM Recruitment Goal 1: Increase enrollment of students directly following high school graduation by 1.5% annually from 4,233 in fall 2019 to 4,629 in fall 2025.

Proposed Strategies

1. Develop & implement communication processes for target student groups.
2. Identify, create & sustain community partnerships.
3. Recruit underrepresented high school students.
4. Increase marketing & recruitment efforts.
TCAT SEM Recruitment Goal 2: Increase adult enrollment by 1.5% annually from 4,651 in fall 2019 to 5,086 in fall 2025.

Proposed Strategies

1. Develop and implement high touch outreach efforts in order to assist adult students through the enrollment process.
2. Identify, create and sustain community partnerships.
3. Increase marketing and recruitment efforts.
4. Address the barriers that keep adults from starting or returning to college.
TCAT SEM Recruitment Goal 3: Increase dual enrollment by 1.5% annually from 5,118 in fall 2019 to 5,596 in Fall 2025.

Proposed Strategies

1. Evaluate the enrollment process for the high schools and TCATs and engage with high school staff to improve the enrollment process.

2. Collaborate with the Tennessee Higher Education Commission to align policies regarding Dual Enrollment Grant and propose legislative actions to further promote availability of sufficient Dual Enrollment grant.

3. Increase participation in GIVE Dual Enrollment opportunities.

4. Strengthen relationships with key Dual Enrollment stakeholders to identify students truly interested in a program.
TCAT SEM Retention Goal 1: The equity gaps (the differing rates of student success metrics between groups of students by race, gender, etc.) will be identified at each college no later than August 2021. Where equity gaps exist, they will be closed by cutting the difference in student success metrics in half by 2025.

Proposed Strategies

1. Develop an equity enrollment plan, using the Achieving the Dream framework, that provides actionable steps to close equity gaps.

2. Develop strategic initiatives to recruit, support, and provide resources for women and POC in faculty/instructor roles with a targeted focus on programs and industries where there is significant underrepresentation.
TCAT SEM Retention Goal 2: The completion rate of TCAT students will increase from 82% in 2018 – 2019 to 87% in 2024 – 2025.

Proposed Strategies

1. Develop and expand hybrid and online delivery modalities for programs.
2. Develop and implement a student withdrawal intervention program.
3. Increase student support and engagement.
TCAT SEM Retention Goal 3: The job placement rate at each TCAT will meet or exceed the 89% system rate by 2024 – 2025.

Proposed Strategies

1. Provide career readiness and job placement opportunities and support.

2. Expand partnerships with business and industry to support and improve the job placement of students.

3. Review and ensure that current programs are meeting the workforce needs of the immediate and surrounding communities.
TCAT SEM Retention Goal 4: The licensure rates at each TCAT will meet or exceed the 95% system rate by 2025.

Proposed Strategies

1. Provide faculty development opportunities to ensure faculty are kept abreast of licensure standards.

2. Expand licensure preparedness opportunities for students.

3. Identify and address potential barriers to successfully completing licensure exams.
Feedback on strategies

• Seven Jamboards are ready for your interaction with them

• Post notes on strategies:
  • Which ones appear to very strongly support the achievement of goals?
  • Are there any strategies that are missing?
  • Which are unclear?

• Take 15 minutes to move across all boards
Moving from strategies to tactics

• Tactics are the operational plans that ensure strategies are implemented

• Some tactics will be completed by the System Office:
  • These provide support, resources and actions across the System

• Tactics will also be completed by each TCAT:
  • These tailor the tactics to the local context of each TCAT’s programs and learners

• Make sure to include ATD Strategies in your tactics:
  • Link, extend them to blend the work between these projects
  • They support each other well!
TCAT SEM Tactics

Tee Mitchell, TCAT SEM Recruitment Council Chair
Tiffany Bellafant Steward, TCAT SEM Retention Council Chair
System Tactic Examples

**Recruitment Goal 1:** Increase enrollment of students directly following high school graduation by 1.5% annually from 4,233 in fall 2019 to 4,629 in fall 2025.

**Strategy 1:** Develop & implement communication processes for target student groups.

**Tactic Example:** Create and implement an effective wait list process.

**Retention Goal 3:** The job placement rate at each TCAT will meet or exceed the 89% system rate by 2024-25

**Strategy 2:** Expand partnerships with business and industry to support and improve the job placement of students.

**Tactic Example:** Identify workforce data from various sources for TCATs to leverage in identifying opportunities of growth for business and industry.
ATD – SEM alignment examples

• Covington
  • Strategy: *Increase dual credit programmatic offerings from existing inventory and geographically expand dual credit to other area high schools.*
    • Target Brighton H.S., Covington H.S., Munford H.S., and Tipton Christian Academy for site-based dual credit.

• Ripley
  • Strategy: *Explore current TCAT-Ripley program inventory for development of additional dual credit offerings and expand dual credit to non-participating high schools.*
    • Provide TCAT student/faculty mentors to high school students for Skills USA competitions and as judges for high school projects
TCAT SEM Tactics Webinar & Next Steps

Tom Green, Executive Director
AACRAO
Next Steps

• Review the strategies and tactics provided by the TN BOR System Office – *handout provided in chat link*
TCAT SEM Tactics Webinar

SAVE THE DATE!

Monday, February 8
11:30 -12:30 CT

Zoom link will be sent to all POCs through MS Outlook Calendar invite.
TBR SEM Website

tbr.edu/sem
- Overview of TBR SEM work with community colleges and TCATs
- TCAT SEM Council membership list
- SEM TCAT Timeline
- SEM Resources