SEM Planning for TN TCATs: Integrating SEM Across the System, Tailoring SEM to Your Needs

February 8, 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
Hierarchical relationship of goals, strategies and tactics

Where the TCAT System aspires to be in the future

Vision/Mission

How your enrollment segments must change to meet your aspirations

Recruitment-Conversion Goals

Persistence-Completion Goals

The major strategies required to meet your goals

Dual Enrollment strategy 1

Direct from HS strategy 2

Adult Learner strategy 3

Persistence strategy 1

Equity Gap strategy 2

Licensure Strategy 3

The operational plans to implement and sustain your strategies

Dual Enrollment tactics (multiple)

Direct from HS tactics (multiple)

Adult Learner tactics (multiple)

Retention tactics (multiple)

Equity Gap tactics (multiple)

Licensure tactics (multiple)
LinkX: Aligning initiatives to SEM planning

1. Identify:
   - What are we currently doing to improve/sustain enrollment?
   - Recruitment – new students
     • Dual enrollment
     • Direct from high school
     • Adult learners
   - Persistence, completion, placement – current students
   - Closing equity gaps
LinkX: Aligning initiatives to SEM planning

2. Link:
   - Which of these current initiatives appear to be tied to the strategies that are in the SEM plan?
   - Which do not appear to be linked and what do we do with those?
     • Modify them to be better aligned?
     • Consider pausing or ceasing those to make room for more pressing work?

3. Extend:
   - How do those that appear to be aligned need to be augmented or modified to ensure that they strongly support the strategies?
How do the System and each TCAT play a role in the execution of the SEM tactics?
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 opportunities for growth in business and industry.
Focus and bandwidth

1. Consider which of the strategies have the greatest urgency
   – These are the “must do” items

2. Which of the strategies are important but not with the same urgency as those above
   – These are the “on deck” items

3. Which strategies are least pressing and important
   – These are the “down the line” items
Jamboard exercise

1. Move across the seven boards
   - Refer to your handout to read all of them if that is easier

2. Place a “sticky note” in the appropriate area where you think the strategy falls
   - Urgent
   - Important
   - Down the Line

3. Seek a balance between these, so that you have a good number in each area and not too many in the “urgent” category
Jamboard Discussion
Elements of a strong tactic

1. Summary
   - How does this support the implementation/execution of the strategy?

2. Accountability
   - Who is responsible for ensuring progress and completion?
   - Attach a name and not a department
   - You may draft these to start but cannot finalize it without the person being named agreeing to the assignment

3. Declare expected outcomes
   - What would success look like?
   - How would it be defined?
Elements of a strong tactic

4. Measurement
   - How will progress and outcomes be measured?

5. Data
   - Where does the data to measure this exist?
   - Does collection of data need to be created?

6. Reporting
   - To whom are results reported?
   - How often can it be reported?
     - Weekly, monthly, by term, annually?
Case Study from a U.S. Technical Institute

1. Goal
   - Increase the number of new students enrolling in U.S. on-campus programs from 349 in 2018 to 435 by December 31, 2022

2. Strategy
   - Increase focus on military and veteran students

3. Tactics
   - Four targeted actions to support the strategy
Tactics

1. Develop customized print and electronic marketing materials and tools targeted at U.S. military, spouses and dependents

2. Develop relationships with military base education center leadership

3. Conduct regular special events and campus visits for military students

4. Offer a military discount or grant
In partnership with ATD, the TCAT ATD/SEM team members will be asked to engage in the following steps as they work to prepare their ATD Action Plan for submission by May 21, 2021. ATD Consultants will work individually with each TCAT in preparing required planning templates and action plans outlined here.

TCAT Tactic Webinar  
February 8  
Noon – 1 pm CT  
Zoom Call Info Sent by Outlook  
Audience: POC for Recruitment & Retention

TCAT ATD Breakout  
Tactic Prioritization Workshop  
February 19  
2-4 pm CT  
Audience: TCAT ATD Teams

TCAT SEM Planning  
Template due to Office of Student Success  
April 1  
By 4 pm CT  
Audience: TCAT SEM POCs

TCAT SEM Planning Document should be entered online at: https://www.tbr.edu/student-success/sem-planning
Questions and Discussion