

Strategic Enrollment Management Plan

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Executive Summary

In alignment with Frederick Community College's mission to provide affordable flexible access to lifelong education, FCC has identified the need for a Strategic Enrollment Management (SEM) Plan, including marketing and communication outreach strategies, to respond to the needs of diverse learners and the growing populations of Frederick County. Global strategies as well as specific student group strategies have been developed and outlined in the SEM plan with the following background information leading the charge.

There are ten public high schools located in Frederick County, Maryland which can all provide FCC with first-time freshmen, some of which could have also been dual enrollment students. Also, 93.3% of Frederick County residents over the age of 25 have a high school diploma and as of December 2023, the unemployment rate was 1.9%. According to census data, the Hispanic/

Latino population within the county has also experienced over a 50% increase between 2010 and 2022.

In 2021, the Blueprint for Maryland's Future legislation was passed to change public education within the state into a transformative education system that has the vision to improve the quality of education for all children in Maryland by focusing on student experience enrichment while also accelerating student outcomes. Leveraging this legislation, strategies have been identified to build upon this positive educational transformation and focus institutional efforts on strengthening outreach and support services to student populations.

Within this SEM plan are strategic objectives, priorities, goals, and tactics that will provide structure and guidance for implementation to take place. Furthermore, marketing and communication strategies have also been included to provide global support for the execution of the SEM plan in alignment with the college's mission in supporting diverse student needs in higher education.



Strategic Objective 1: Enrollment Growth: Increase Enrollment Across Identified Student Categories

Frederick Community College wishes to increase the overall enrollment headcount of entering degree seeking students. FCC identified strategic areas of opportunities to enhance their enrollment efforts on. To reach this desired enrollment state, the college will have a heightened focus on recruitment strategies and interventions specifically for Dual Enrollment (DE) conversion and high school students, adult students, and students within underserved populations.

Priorities for consideration for the next 3 years:

1
2
3

DE Conversion and High School Students

Adult Students

Underserved Populations

1.1 DE Conversion and High School Students

1.1 a Goal 1: FCC will increase the conversion of Dual Enrollment students the Fall following high school graduation to matriculated FCC students to 35% by Fall 2027 from the current 25% conversion rate

Tactics:

1. Conduct assessments and surveys to research the current dual enrollment student experience and identify opportunities and possible gaps in recruitment and outreach.
2. Create a dual enrollment student focused communications plan to present the unique value proposition of matriculating to Frederick Community College.



3. Evaluate the effectiveness of the variety of current dual enrollment targeted recruiting events for possible changes.
4. Research methods to assist dual enrollment students in matriculating to Frederick Community College without having to reapply to the college.
5. Create and implement an advising model for Dual Enrollment Transition students that leverages the dual enrollment classes students take with degree pathways at Frederick Community College.
6. Collaborate with the Foundation Office and identify the potential for scholarship opportunities for dual enrollment students to provide further incentive for a dual enrollment student to matriculate to FCC.
7. Align career pathways between Frederick County Public Schools (FCPS) and FCC with the inclusion of an academic pathway focused on Honors courses that allow dual enrollment students to transition into the FCC Honors College.
8. Align all career pathways between FCPS and FCC through crosswalks that use common language.

1.1 b Goal 2: Increase overall high school students who matriculated within less than one year after graduating from high school to FCC by 6% for the next 3 years (total of 18% increase over 3 years)

Tactics:

1. Evaluate the effectiveness of the variety of recruitment events for high school students to identify opportunities that would enhance their event experience.
2. Design and implement an assessment tool for high school recruitment events to include feedback from prospective students as well as high school stakeholders.
3. Create a parent focused marketing plan to present the unique value proposition their students have matriculating to Frederick Community College.
4. Leverage Transition Recruiters to increase targeted outreach to prospective ESL students and highlight the opportunities within FCC.

1.2 Adult Students

1.2 a Goal 1: Increase new adult degree seeking students by 12% for the next 3 years (total of 36% increase over 3 years)

Tactics:

1. Define adult audience populations through collaborating with OPAIR and state reporting definitions.
2. Conduct a survey around modality preference and determine if additional measures are needed to assess the adult student experience and identify opportunities to remove barriers for adult enrollment.

3. Foster and create relationships with industries, business, and community partners to identify enrollment opportunities within Frederick County.
4. Create an adult student focused communications plan to present the unique value proposition and support services available at FCC to cultivate a sense of belonging.
5. Articulate and communicate PLA opportunities utilizing verbiage that outlines the opportunities associated with PLA and easy steps to complete the PLA process.

1.2 b Goal 2: Create a credit recruitment plan for Continuing Education, Workforce, Adult Education/ESL completers

Tactics:

1. Conduct a CE completers survey to gain knowledge on the educational and career goals of CE students.
2. Create a communication plan for specific targeted populations, including call campaigns to CE completers, with the purpose of inviting these students to visit campus for credit recruitment events.
3. Visit CE classes to present career pathways and identify prospective students interested in credit programs.

1.3 Underserved Populations

1.3 a Goal 1: Increase the enrollment of new degree and certificate-seeking students from underserved populations (students of color, first-generation) by 24% by Fall 2027 (8% each year)

Tactics:

1. Conduct a student focused survey to research the current underserved student experience and identify opportunities and possible gaps in recruitment and outreach.
2. Create focused communication plans targeting underserved populations to present the unique value proposition and support services available at FCC to cultivate a sense of belonging.
3. Design and implement recruitment protocols that are intended to enhance enrollment by focusing on the student progression through registration and onboarding processes.
4. Foster and create relationships with industries, business, and community partners to identify enrollment opportunities within Frederick County.



Strategic Objective 2: Student Success Interventions: Enhance Student Retention & Completion Efforts

Frederick Community College strives to enhance student success by focusing on strategic engagements with students. By implementing this enhanced focus on student success interventions, students will feel supported from the college, influencing their overall college experience. To reach this desired state, the college will emphasize the creation and implementation of an onboarding and orientation experience, oversee a college-wide advising framework that will support student registration interventions, and strengthen outreach and support services that influence student persistence.

Priorities for consideration for the next 3 years:

1

Degree Seeking Onboarding and Orientation Experience

2

Engagement with Advising & Registration

3

Student Success and Completion

2.1 Degree Seeking Onboarding and Orientation Experience

2.1 a Goal 1: Enhance a comprehensive onboarding experience to increase the 1-year retention rate from 62% to 68% of first-time degree seeking students

Tactics:

1. Identify and define staff responsibilities within onboarding, advising, and orientation to provide institutional role clarity.
2. Develop and plan the implementation timeline for a coordinated communication plan designed to educate students on college processes, expectations, and key enrollment dates.
3. Review the FCC student life cycle for both full-time and part-time students and identify how and when onboarding processes take place.
4. Develop and implement onboarding interventions that ensure students meet with an advisor to understand academic pathways that can align with the student's academic and career goals.
5. Design and implement an immersive orientation program, available in-person and virtually, that fosters student engagement and establishes a foundational experience for students entering FCC.
 - a. Identify student populations that will need special programming or sessions within the orientation program, such as Veterans, First-Gen students, Athletes, and Adults.
 - b. Collaborate with FCC personnel to develop sessions/topics that should be included within the orientation program.
 - c. Create a student handbook that introduces students to essential college resources such as services, personnel, and technology.
 - d. Establish and implement a mechanism that encourages students to provide feedback on their orientation experience.
 - e. Partner with academic departments to determine a need for special onboarding events within specific academic programs.

2.2 Engagement with Advising & Registration

2.2 a Goal 1: Create, establish, and implement an advising/enrollment framework

Tactics:

1. Partner with the Admissions team to identify cross-training opportunities to provide prospective students targeted pathway information.
2. Develop a standard advising check-in timeline for students based upon momentum framework.
3. Create and implement a universal pathway training program for all FCC personnel tasked with advising students so consistent advising information is being provided.
4. Establish CARE teams to provide personalized academic support and facilitate connections to pertinent information and resources.

5. Identify how to maximize the functionalities of Navigate and advising technologies to increase efficiency within an advising framework.
6. Conduct a student focused survey to assess the advising experience students receive to identify opportunities and possible gaps in supports and services.

2.2b Goal 2: Increase the percentage of new degree seeking students from 84% to 86% who meet with an advisor prior to and within their first year with a focus on academic pathways, career development, and transfer planning

Tactics:

1. Partner with the Advising Team and high school partners to create High School Bridge events that offer pathway advising appointments to high school students prior to graduation.
2. Partner with FCPS to implement Advising Days where high school seniors can work with the Advising team to register for their college classes prior to high school graduation.
3. Proactively assign FTIC students with an advising appointment to minimize the need for student-led advising appointments to be scheduled.
4. Create and communicate incentives for students to meet with an academic advisor.

2.2c Goal 3: Increase enrollment rates among returning students by actively encouraging early enrollment, strategically synchronized with registration open dates. Increase registrations of returning students from 70% to 75% prior to the conclusion of the semester (May & December)

Tactics:

1. Collaborate with the Admissions and Registrar teams to identify opportunities opening the registration windows earlier to allow for longer registration periods.
2. Identify opportunities for faculty to be utilized in student messaging to increase the sense of belonging at FCC.
3. Create focused communication outreach plans targeting returning students by utilizing Navigate Enrollment Campaign technology and the ACES student support team.

2.3 Student Success and Completion

2.3a Goal 1: Increase the overall credit completion rate for first-time degree seeking students by 3%

Tactics:

1. Create support and retention-driven interventions focused on at-risk students.
 - a. Build identification markers to pinpoint students at risk of not persisting by utilizing progress reports and early alerts.
 - b. Create and implement a communications outreach plan for students who have been identified as at-risk.

- c. Communicate and provide structured intensive support for students who are on academic probation or who are returning from academic suspension or dismissal.
2. Utilize Navigate to create campaigns of outreach between faculty, success services, and students to support students with timely outreach.
3. Identify opportunities in Navigate to expand the depth and scope of alert submissions to increase the knowledge of what students are experiencing.
4. Create and implement a student exit survey to assess why students are not retained to identify opportunities and possible gaps in supports and services.
5. Review the processes around enrollment to decrease the number of students who withdraw from all enrolled classes.

2.3b Goal 2: Increase the percentage of first-time degree seeking students that complete English and/or Math gateway courses in their first two semesters by 3% over 3 years.

Tactics:

1. Expand use of high impact equity practices in gateway English and math classes.
2. Explore the usage and impact of late start gateway sessions on access and retention and adjust schedules accordingly.
3. Increase awareness of placement testing options, retests, prep, and appropriate math course selection.
4. Improve student understanding of program pathway expectations through advising, orientation, and additional initiatives.
5. Utilize Navigate to create campaigns of outreach between faculty, success services, and students in order to support students with timely outreach with particular courses.



Strategic Objective 3: Institutional Technology Efficiencies: Evaluate Technology & Systems Impacting Enrollment to Digitally Transform and Optimize Processes

There is currently an abundance of technology and systems that are being utilized at Frederick Community College, which creates the need for a comprehensive knowledge base to identify the users, functions, and integrations. By acquiring this knowledge and evaluating these technologies and systems, especially those that directly impact the student enrollment process, FCC will be able to make data-informed decisions on which technology and systems should be enhanced, renewed, or discontinued. This evaluation process could positively affect the institution financially if duplicative systems are identified and will create transparency and college-wide awareness of the purpose, functionality, and integration capabilities of the technology and systems being used by FCC.

Priorities for consideration for the next 3 years:

1

Identify Technology and Systems Correlated to Enrollment to Determine Efficiencies and Functionalities

2

Maximize the Effectiveness, Utilization, and Functionality of Identified Enrollment Technology/Systems.





3.1 Identify Technology and Systems Correlated to Enrollment to Determine Efficiencies and Functionalities

3.1 a Goal 1: Identify process, systems/technology and flow of students from the moment of interest until the student has met all enrollment requirements for CEWD and credit courses/programs

Tactics:

1. Form a task force to oversee the review process of systems/technology and create working groups for each system evaluation.
2. Review all enrollment processes as identified by the Onboarding, Student Success, and Engagement Work Group to determine which systems are in use.
3. Determine functionality of systems as it relates to flow of student enrollment.

3.1 b Goal 2: Create an inventory of technology and systems directly correlated to the enrollment portion of the student lifecycle

Tactics:

1. Develop a method/tool for gathering information to determine enrollment systems and processes.
 - a. Identify enrollment process outside/external systems (i.e. Dual Enrollment students).
2. Identify System Administrators/users for the enrollment software systems.
 - b. Ask for input to see if any stakeholders are missing.
3. Utilize the established flowchart to identify software/systems and their placement within the enrollment funnel.

3.1 c Goal 3: Develop a scoring rubric to assess the effectiveness of the technology/systems

Tactics:

1. Identify a review committee of stakeholders for each system to undergo review.
2. The review committee will identify the needs of the institution and users impacted by each system to inform the development of an evaluation rubric.
3. Develop the evaluation rubric based on the identification of institutional needs and the users impacted by each system.

3.2 Maximize the Effectiveness, Utilization, and Functionality of Identified Enrollment Technology/Systems

3.2 a Goal 1: Evaluate technology/systems against identified task force rubrics

Tactics:

1. Determine institutional needs of the system (e.g. surveys, focus groups, panel discussions, etc.).
2. Separately review the features of systems/technology (i.e. PeopleSoft).

3.2b Goal 2: Review of duplicative and ineffective technology/systems

Tactics:

1. Review completed rubrics and assess for duplicity and effectiveness.
2. Develop recommendation(s) to renew, enhance, replace, discontinue, etc. based on completed rubrics.
3. Explore and evaluate alternatives (RFPs, demos, pilots, etc.).

3.2c Goal 3: Develop a timeline/roadmap as appropriate based on the outcomes from the review to inform recommendations

Tactics:

1. Submit recommendations for approval.
2. Communicate decisions to stakeholders.
3. Implement continuous monitoring and evaluation mechanisms to ensure sustained optimization of Enrollment Technology/Systems.

Strategic Objective 4: Community Relations & Partnerships: Identify, Build, & Maintain Strategic Relationships Outside of FCC

Frederick Community College has many strategic partnerships within the Frederick County Community. The college has identified the need to catalog these various partnerships into one comprehensive inventory to provide access, knowledge, and potential planning opportunities between cross-functional departments. Not only will this inventory provide transparency and awareness about current community relationships, but it can also assist the college in identifying new relationships that can be built and fostered. Thus, utilizing this partnership inventory along with strategic engagement initiatives, the college will be able to inform partners of FCC's value proposition and opportunity potential of expanding their partnership with the college.

Priorities for consideration for the next 3 years:

1

Build a Community Engagement Strategy that Leverages FCC and Partner Resources to Optimize the Social and Academic Well-Being of Students and Community Members, with a Focus on Evaluation and Assessment

2

Solidify Partnerships to Build Stronger Pathways to Careers Assessed and Evaluated through Longitudinal Studies

4.1 Build a Community Engagement Strategy that Leverages FCC and Partner Resources to Optimize the Social and Academic Well-Being of Students and Community Members, with a Focus on Evaluation and Assessment

4.1 a Goal 1: *Build a strategic relationship inventory to inform planning and knowledge-sharing among cross-functional teams*

Tactics:

1. Identify and adopt a technology tool that will contain the relationship inventory data.
2. Determine the expectations of how/what data will be included within the technology tool.
3. Create and implement a survey to be distributed to business and industry HR employees to identify the presence and scope of the partnerships existing at FCC.
4. Develop standard operating procedures on the expectations and process for utilizing the relationship inventory, including role identification and clarity, objectives, and reporting and outreach.

4.1 b Goal 2: Define the FCC value proposition to be shared with the community and partners

Tactics:

1. Translate the “Ends” policy defined by the FCC Board of Trustees into value propositions that communicate attributes exhibited by FCC.
2. Create content for community awareness newsletters that communicate what FCC would like the community to know about FCC’s class offerings and trainings, services, events and workshops, community responsiveness, and outcomes.

4.1 c Goal 3: Create a baseline of engagement with community and partners

Tactics:

1. Identify the FCC representative, or team, who will lead the strategic community partnership activities.
2. Create and implement an internal FCC survey to identify the partnerships and scope of activities taking place.
3. Create a reference guide that will help employees as they engage with partners and provide universal expectations college-wide on best practices.



4.1 d Goal 4: Align marketing and communications with strategy to build community awareness and relations

Tactics:

1. Research peer institutions' communication practices for community engagement and conduct a communications audit on current FCC community engagement communication activities to determine best practices.
2. Proactively create an inventory of organic content within the scope of community awareness and relations to share with the Marketing department.
3. Create content for community awareness newsletters that communicate noteworthy activity and align with the defined FCC value proposition.
4. Collaborate marketing to facilitate broader recognition of the “good news” on campus.

4.2 Solidify Partnerships to Build Stronger Pathways to Careers Assessed and Evaluated through Longitudinal Studies

4.2 a Goal 1: Develop regular cycle of hosting or participating with business and industry partners to conduct a needs analysis that informs workforce and career programming

Tactics:

1. Communicate (internally and externally) the outcomes of engagements with Program Advisory Committees and Career & Technical Education Advisory Committee meetings where needs analyses already happen.
2. Create a top-tier category of the largest employers and establish a schedule of regular, targeted, individual engagements to support a pipeline of talent for their organizations.
3. Increase communication to current students about partner job opportunities as well as providing testimonials from where FCC students are currently working.



Appendix A

Frederick Community College

Key Performance Indicators

Strategic Objective	KPIs	Baseline	Target	Goal Referenced
Enrollment Growth: Increase Enrollment Across Identified Student Categories	Conversion Rate of Former Dual Enrollment Seniors Converting to FCC as New Students in the Fall	420 students; 25% conversion (Fall 2023)	Increase to 35% by Fall 2027	1.1a Goal 1: FCC will increase the conversion of Dual Enrollment students the Fall following high school graduation to matriculated FCC students to 35% by Fall 2027 from the current 25% conversion rate
	High School FTIC Conversion Rate	855 students; 73% conversion (Fall 2023)	Increase by 18% by Fall 2027	1.1b Goal 2: Increase overall high school students who matriculated within less than one year after graduating from high school to FCC by 6% for the next 3 years (total of 18% increase over 3 years)
	New Adult Degree Seeking Conversion Rate	147 students; 12% conversion (Fall 2023)	Increase by 36% by Fall 2027	1.2a Goal 1: Increase new adult degree seeking students by 12% for the next 3 years (total of 36% increase over 3 years)
	Credit Recruitment Plan for Continuing Education, Workforce, Adult Education/ESL Completers	N/A	The development of a credit recruitment plan for Continuing Education, Workforce, Adult Education/ESL Completers*	1.2b Goal 2: Create a credit recruitment plan for Continuing Education, Workforce, Adult Education/ESL Completers
	Conversion Rate of New Students from Underserved Backgrounds	Students of Color: 597 students; 50% conversion (Fall 2023)	Increase by 24% by Fall 2027	1.3a Goal 1: Increase the enrollment of new degree and certificate-seeking students from underserved populations (students of color, first-generation) by 24% by Fall 2027 (8% each year)
		First Generation: 370 students; 31% conversion (Fall 2023)	Increase by 24% by Fall 2027	
Student Success Interventions: Enhance Student Retention & Completion Efforts	1-Year Retention Rate of First-Time Degree Seeking Students	62% (Fall 2023)	Increase to 68% by Fall 2027 (for the Fall 2026 cohort)	2.1a Goal 1: Enhance a comprehensive onboarding experience to increase the 1-year retention rate from 62% to 68% of first-time degree seeking students
	Advising/Enrollment Framework	N/A	The development and implementation of an advising/enrollment framework*	2.2a Goal 1: Create, establish and implement an advising/enrollment framework
	New Degree Seeking Students Meeting with Advisor Percentage Rate	84% (Fall 2022/Spring 2023)	86% of new degree seeking students meeting with an advisor by Fall 2027	2.2b Goal 2: Increase the percentage of new degree seeking students from 84% to 86% who meet with an advisor prior to and within their first year with a focus on academic pathways, career development, and transfer planning
	Returning Students Enrollment Rate	70% Returning Student Enrollment Rate (Fall 2023)	75% Returning Student Enrollment Rate by Fall 2027	2.2c Goal 3: Increase enrollment rates among returning students by actively encouraging early enrollment, strategically synchronized with registration open dates. Increase registrations of returning students from 70% to 75% prior to conclusion of semester (May & December)
	Overall Credit Completion Rate for First-Time Degree Seeking Students	86% Overall Credit Completion Rate (Fall 2021)	Increase by 3% by Fall 2027	2.3a Goal 1: Increase the overall credit completion rate for first-time degree seeking students by 3%
	Percentage of First-Year Students Successfully Completing English and Math Gateway Courses Within their First Two Semesters	Math Only- 68% (Fall 2021)	Increase by 3% by Fall 2027	2.3b Goal 2: Increase the percentage of first-time degree seeking students that complete English and/or Math gateway courses in their first two semesters by 3% over 3 years
		English Only- 53% (Fall 2021)		
Math & English Taken Together- 43% (Fall 2021)				

Institutional Technology Efficiencies: Evaluate Technology & Systems Impacting Enrollment to Digitally Transform and Optimize Processes	Process, Systems/ Technology, & Flow of Enrolling Students Identification	Existing workflow chart located on the third floor of Jefferson	The completion of the identification process for systems/technology, processes, and flow of students*	3.1a Goal 1: Identify process, systems/ technology and flow of students from the moment of interest until the student has met all enrollment requirements for CEWD and credit courses/programs
	Inventory Systems/ Technology Correlated to the Enrollment of Students	Existing list developed from the previous committee	The development of an enrollment-focused technology/systems inventory*	3.1b Goal 2: Create an inventory of technology and systems directly correlated to the enrollment portion of the student lifecycle
	Systems/Technology Effectiveness Scoring Rubric Development	N/A	The creation and implementation of an effectiveness scoring rubric*	3.1c Goal 3: Develop a scoring rubric to assess the effectiveness of the technology/ systems
	Systems/Technology Rubric Evaluation	N/A	The completion of technology/systems evaluations utilizing task force rubrics*	3.2a Goal 1: Evaluate technology/systems against identified task force rubrics
	Duplicative/Ineffective Systems/Technology Review	N/A	The completed reviewal process of duplicative and ineffective technology/ systems*	3.2b Goal 2: Review of duplicative and ineffective technology/systems
	Timeline/Roadmap Development	N/A	The creation of a timeline/ roadmap based on review outcomes*	3.2c Goal 3: Develop a timeline/roadmap as appropriate based on the outcomes from the review to inform recommendations
Community Relations & Partnerships: Identify, Build, & Maintain Strategic Relationships Outside of FCC	Relationship Inventory Development and Adoption	Current Excel database	The presence of existing and new relationships within the new technology tool and referenced as part of business processes*	4.1a Goal 1: Build a strategic relationship inventory to inform planning and knowledge-sharing among cross-functional teams
	Acquisition of Quantitative Data on the Amount of Relationships and Level of Engagement	Existing engagement data including the number of contacts with each organization or individual	Identified gaps within the data will be used to inform strategic planning efforts*	
	Defined FCC Value Proposition	N/A	A clearly defined, established, and communicated value proposition is in place*	4.1b Goal 2: Define the FCC value proposition to be shared with the community and partners
	The Presence of Campaigns Sharing the FCC Value Proposition Utilizing Different Methodologies	N/A	The establishment of campaigns and corresponding assessments of engagement, such as website clicks or views*	
	Engagement Baseline Development	N/A	The development and enforcement of engagement baseline minimums with set targets*	4.1c Goal 3: Create a baseline of engagement with community and partners
	Creation and Dissemination of Sustainable Engagement Strategy and Materials	N/A	The existence of of the sustainable engagement strategy and materials*	
	Community Awareness and Relations Marketing/ Communications Strategy Alignment	N/A	The alignment and implementation of marketing and communications initiatives with the created strategic community strategy*	4.1d Goal 4: Align marketing and communications with strategy to build community awareness and relations
	Creation of a Regular Cycle with Business/ Industry Engagement	N/A	The establishment and implementation of a regular cycle with business/industry engagement*	4.2a Goal 1: Develop regular cycle of hosting or participating with business and industry partners to conduct a needs analysis that informs workforce and career programming
	Defined Baseline and Ability to Measure Outcomes	Existing levels of current needs analysis	A 10% increase in each of the categories identified in the baseline*	

*Note: These targets will be measured through goal progression percentage rates.

Appendix B

STRATEGIC ENROLLMENT MANAGEMENT (SEM) PLAN: MARKETING PLAN OVERVIEW

EXECUTIVE SUMMARY

Frederick Community College (FCC) has developed marketing and communications plans to support the strategic objectives of the 3-year Strategic Enrollment Management (SEM) plan. Marketing communications target different audiences with specific messaging about the unique value that FCC offers them to recruit, retain, serve, and grow community connections.

SEM PLAN STRATEGIC OBJECTIVES

1. Enrollment Growth
2. Student Success
3. Institutional Technology
4. Community Relations and Partnerships

3-YEAR MARKETING STRATEGY

Create, scale, and sustain successful marketing activities to support SEM goal attainment

PHASE	FY	ACTION	ITEM
Create	2025	Develop	Create and develop communications for different media
		Deliver	Execute tasks, duties, and responsibilities of plans
		Measure	Monitor key performance metrics and adapt
Scale	2026	Analyze	Identify actionable insights from data
		Optimize	Implement changes to improve success rates
		Expand	Grow plans to attract and engage more people
Sustain	2027	Advance	Advance plans to yield maximum returns
		Celebrate	Promote our successes
		Evolve	Evolve and introduce new activities and promotions

FY2025 MARKETING STRATEGY

Communicate the unique value that FCC offers to diverse types of people to drive interest, engagement, and actions that align with SEM plan goals

MARKETING GOAL

Craft and deliver communications plans that compel people to take actions that achieve SEM goals and objectives in measurable ways

STRATEGIC OBJECTIVE 1: ENROLLMENT GROWTH

ENROLLMENT GROWTH

Marketing for enrollment growth communicates through distinct plans for each of (3) defined student categories. Each student category includes different types of students and prospects.

STUDENT CATEGORIES

- High School students
- Adult learners
- Underserved populations

1. HIGH SCHOOL STUDENTS

Marketing to high school students includes communications plans for two student types. Plans for dual enrolled students seek conversion, while plans for recent high school graduates seek matriculation. Messaging rebrands FCC to better establish and nurture the relationship it maintains with distinct types of high schoolers.

HIGH SCHOOL STUDENT TYPES

- Dual enrolled (DE) students/transition
- High school students not dual enrolled and recent graduates

2. ADULT LEARNERS

Marketing to adult learners includes communications plans for lapsed students, prospect groups, and noncredit completers and students. Messaging communicates the benefits of attending FCC and potential outcomes to compel diverse types of adults to enroll or re-enroll.

ADULT LEARNER TYPES

- Lapsed
- Prospects
- Noncredit students

3. UNDERSERVED POPULATIONS

Marketing to underserved populations includes communications plans to attract first generation college students and populations underrepresented in enrollment, access, programming, or outreach. Messaging communicates solutions to entry and re-entry barriers that different audience members may experience.

UNDERSERVED POPULATION PROSPECT TYPES

- First Generation college
- Hispanic/Latino prospects
- Students of Color

STRATEGIC OBJECTIVE 2: STUDENT SUCCESS

STUDENT SUCCESS

Marketing for student success communicates through plans to improve onboarding, standardization, and service to FCC students to increase retention rates.

CATEGORIES

- Onboarding
- Standardization
- Service

1. ONBOARDING

Onboarding marketing plans develop and deliver communications to support consistent experiences for several types of students to become oriented with FCC. Messaging adapts to new and transitioning students by communicating about the specific needs, resources, and services most relevant to each group.

STUDENT TYPES

- New students
 - High schoolers
 - Adults
 - Special populations
- Transitioning students
 - DE
 - Non-credit

2. STANDARDIZATION

Messaging communicates with clarity and purpose to provide a cohesive experience for new and transitioning students. Standardization will modify messaging across traditional and digital media to provide a consistent experience for varying types of students.

MEDIA TYPES

- Traditional: printed marketing collateral
- Digital: web, email, apps, social media

3. SERVICE

Marketing plans assist with the calibration of audience communications across different media, software, and intervals. Communications plans help to coordinate messaging across various software and systems in use at FCC. Plans will assist with providing message content for communicating to FCC students through different software, as well as scheduling public messages for prospects and deploying across various systems.

COMMUNICATION TYPES

- Existing students
- Prospective students

STRATEGIC OBJECTIVE 3: INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY

Marketing and communications plans align with the auditing, evaluation, and recommendations around the tools used by FCC to communicate across different media types. As systems evolve, marketing communications remain prepared to adapt to different environments, platforms, and systems.

CATEGORIES

- Auditing
- Evaluation
- Recommendations

1. AUDITING

Marketing plans for strategic objectives 1 and 2 yield specific communications across different media types that require the use of different software and systems. Enacted plans assist with identifying the necessary tools for advancing the quality of work produced.

2. EVALUATION

Marketing plans account for active contribution and participation in the evaluation of current and new systems so plans may communicate in the most effective ways.

3. RECOMMENDATIONS

Marketing plans will monitor technology options and offer recommendations by product comparison, benefits, and trade-offs so that tools for communications are efficient.

STRATEGIC OBJECTIVE 4: COMMUNITY RELATIONSHIPS

COMMUNITY RELATIONSHIPS AND PARTNERSHIPS

Marketing to bolster community relationships establishes communications plans that highlight the unique value FCC offers to its business and community partners. Plans communicate to raise awareness, maintain interest, and compel participation. Messaging communicates the impact FCC makes on the community, economy, and workforce by sharing examples and reasons others should get involved. Plans account for identifying corporate prospects, developing brand messaging, and coordinating engagement opportunities and activities throughout the community.

CATEGORIES

- Audience identification
- Message development
- Organization of activities

1. AUDIENCE IDENTIFICATION

Plans account for the identification and categorization of business, nonprofit, and similar groups to develop appropriate communications for outreach. Messaging communicates unique selling propositions and benefits of working with FCC for diverse groups to assist with solicitation of sponsorships, partnerships, or new endeavors.

AUDIENCE TYPES

- Business
- Nonprofit
- Other

2. MESSAGE DEVELOPMENT

Plans communicate the values and benefits of doing business with FCC that are unique for different corporate entities. Messaging promotes FCC for solicitation of sponsorships, partnerships, or new endeavors and communicate across different media types best suited for business audiences.

MESSAGE NEEDS

- Developing new media assets for corporate entities
- Deploying messaging across new media to raise awareness

3. OPPORTUNITIES AND ACTIVITIES

Plans help identify and chronicle community engagement opportunities and activities along an annual calendar.

CALENDAR

- Existing opportunities and events
- Upcoming opportunities and events