

CERRITOS COLLEGE OUTREACH & RECRUITMENT PLAN

OVERVIEW: PROBLEM AND RECOMMENDATION SUMMARY

The problem(s):

- The college currently has a low yield rate (40%) of students who apply to the college, and then enroll in courses.
- There is little coordination between departments regarding 'outreach' activities. This leads to duplication of efforts, and a poor end-user experience (i.e. High School principals and counselors). Departments across Student Services and Academic Affairs operate in silos.
- Due to the lack of coordination, it is challenging for our high school and community partners to request information and services from the college. They must know individuals in all departments in order to secure services (i.e. School Relations, DSPS, Cerritos Complete, EOPS, Financial Aid, etc.), instead of a coordinated and streamlined approach. This negatively affects the College's reputation in the community.
- A piece of the lack of coordination is the limited technological ability of the campus. For example, the College has had a Recruitment module within PeopleSoft since 2004, but it was never fully implemented and has not been used.

Recommendation Summary (see page 2 for details):

1. Convene an Outreach & Recruitment Committee to coordinate and lead efforts on the campus.
2. Relocate School Relations to the closed Welcome Center, to create a new 'Welcome Center and School Relations Office' in the Administrative Quad, adjacent to other college entry services – Financial Aid, Counseling, and Admissions.
3. Implement PeopleSoft Recruitment Module, and utilize an online interest form that will allow us to track and communicate with prospective students.
4. Conduct targeted outreach to student populations that will help meet the Student Equity Plan goals.
5. Increase training to campus community on outreach and recruitment, to ensure a coordinated approach.

Deliverables (see pages 3-4 for details):

- Create infrastructure for Outreach & Recruitment
- Meet Student Equity Plan Goals for 'enroll in same college' measure

RESEARCH & BEST PRACTICE

Students choice to attend college is influenced by four layers: (1) the individual student and their family (such as beliefs about college, financial resource, academic preparation), (2) the school and community (such as high school resources and information on college), (3) college location and characteristics (such as recruitment and marketing), and (4) the broader social, economic, and policy context (such as the impact of policy and practice on access/equity gaps) (Han, 2014; Perna, 2006; Perna, Steele, Woda, & Hibbert, 2005). Findings from a study focused on the application of Strategic Enrollment Management (SEM) principles to the community college setting contextualized this model, supporting that college recruitment efforts were positively associated with student application and registration timing, and eventual first-term academic performance (Wang, Ye, & Pilarzyk, 2014).

Providing a streamlined and purposeful outreach and recruitment effort is critical to engaging in SEM, which improves the student experience and transition to college (Han, 2014), and uses data to drive planning (Green, 2017; Jackson, 2008). Best practice in recruitment, as proposed by experts from the American Association of Collegiate Registrars and Admissions Officers (AACRAO), is based on an 'art' – building interpersonal relationships and engaging messaging, and a 'science' – using data for strategic planning, program planning, and individual work plans (Green, 2017). These practices should be based on an understanding of the enrollment cycle, starting with identifying and connecting with prospective students, through matriculation steps of application, placement, and concluding with enrollment - the yield of recruitment activities (Green, 2017; Jackson, 2008).

VISION AND PURPOSE OF OUTREACH & RECRUITMENT

The proposed outreach and recruitment plan for Cerritos College will build upon research and best practice to engage and coordinate the first three layers impacting college choice – the student and their family, the high school and/or community

agency, and the college context. The report outlines recommended steps to implement a strategic outreach and recruitment effort at Cerritos College, and is aligned to address the following areas of the college's *Educational Master Plan*:

Goal A: Strengthen the Culture of Completion

Goal A4. Evaluate and re-design college processes and policies to ensure they are student centered.

Goal A7. Promote Cerritos College as a successful transfer college through an array of programs and services designed to ensure all students entering the College can achieve their educational goals.

Goal A9. Improve students' front door experience in order to increase access and entry (onboarding).

The following plan is based on the following vision and purpose for Outreach & Recruitment at Cerritos College:

VISION

Motivate students to join the Falcon family by welcoming and admitting a diverse student population that is reflective of the community we proudly serve.

PURPOSE

Promote Cerritos College through a coordinated, informative and rewarding outreach experience. Prospective students will be assured that Cerritos College is a valuable choice to advance their educational and career goals. Outreach and recruitment efforts will increase awareness of and access to resources that support student success and foster a successful transition to Cerritos College.

IMPLEMENTATION STEPS

- 1. Open the Proposed Welcome Center & School Relations Office**
 - a. Relocate School Relations to the Welcome Center and Staff lounge location
 - i. Proposed renovation of the space, and new furniture, is estimated to cost \$50,000.00. Proposals for furniture and construction have been requested.
 - b. Hire an Administrative Clerk II to provide administrative support to the office, and allow streamlining of outreach activity scheduling. The job has been posted, and it is anticipated the position will go to the Board of Trustees on December 11, 2019.
- 2. Convene permanent O&R Committee.** Committee will initially focus on:
 - a. Draft SOPs to align business processes (see item 2)
 - b. Establish annual O&R targets/goals, and strategies to meet the targets/goals (with specific attention to Equity Plan and Disproportionally Impacted groups)
 - c. Establish annual outreach & recruitment calendar
 - i. Internal focus - messaging, deadlines, major events
 - ii. External focus – major events (I.e. Senior Preview Day, Cerritos Complete Info Night, Dept. Open Houses, etc.)
 - d. Create & implement annual O&R trainings for campus departments
 - e. Annual 'checklist' creation of what needs to be updated
 - f. Determine 'Peer' program feasibility/process
- 3. Develop online interest form**
 - a. Microsoft Forms – temporary solution ('work-around')
 - b. PS Recruitment – permanent solution
- 4. SOP's/Business Practices to develop:**
 - a. Contact/liaison database – create a process and database to store high school (HS) and community contacts (i.e. teachers, counselors, principles, program managers, etc.). Data base should keep track of current contact information, and tracking of contact made with individuals.
 - b. HS/Community Promotions – create a process to evaluate, assess, and improve College brand at recruitment locations. Examples include on-site visuals, brochures, etc.
 - c. Online interest form SOP – create a process and form that addresses the following needs:
 - i. Student interest/prospective Falcon – a general interest from submitted by prospective students.
 - a. PS Recruitment - Identify 'recruiters', process to contact students, and process to track contact.
 - ii. HS/community agency contacts requesting services/information – a general form for schools/community agencies requesting services.
 - iii. Identify point-person in departments to respond to requests (i.e. for presentations, department tours, etc.).
 - d. Branded 'Campus Connections' outreach messaging – create a process and timeline to standardize general outreach messaging to HS/community contacts.

OUTREACH & RECRUITMENT COMMITTEE – MEMBERSHIP RECOMMENDATIONS

The ongoing Outreach & Recruitment Committee is comprised of representatives from key internal stakeholders. The Committee will:

- Meet regularly to ensure coordinated action (i.e. monthly).
- Provide information and training to campus community on the outreach/recruitment process.
- Plan and curate email communication messages sent to prospects/partners.
- Annual review of outreach efforts (data), and planning for following year.

The Committee composition is recommended to be:

1. **Chair – Dean of Admissions & Records** (*or the point person for Strategic Enrollment Management efforts*)
2. Coordinator of School Relations
3. EPP – Director or designee
4. CTE programs –Health Occupations Rep.
5. CTE programs –Technology Rep.
6. Financial Aid - Dean/Asst. Director or designee
7. Equity Student Programs – Dean or designee
8. Counseling – Dean or designee (also in Orientation Comm.)
9. Faculty Senate Rep.
10. Public Affairs –Director or designee
11. IT - Director/ manager or designee

Ad Hoc members (1 representative each, will attend as needed): DSPS, OISS, AED, IRP.

PRIORITIZED RESOURCE NEEDS

The following resources are needed to fully implement alignment of O&R efforts.

Information Technology (IT):

1. Full implementation of PS Recruitment Module – building back end, establishing ‘recruiters’, building interest form and tie-in to PS, establishing queries to pull interest form data.
 - a. Update ‘recruiter’ profiles so have access to module/data
 - b. IT and security access for ‘dashboards’ for recruiters
 - c. Support to build web-based form that ‘deposits’ information into PS Recruitment.
2. Training on Recruitment module (PS consultant)
3. Phone routing system for general questions/calls to the Welcome Center

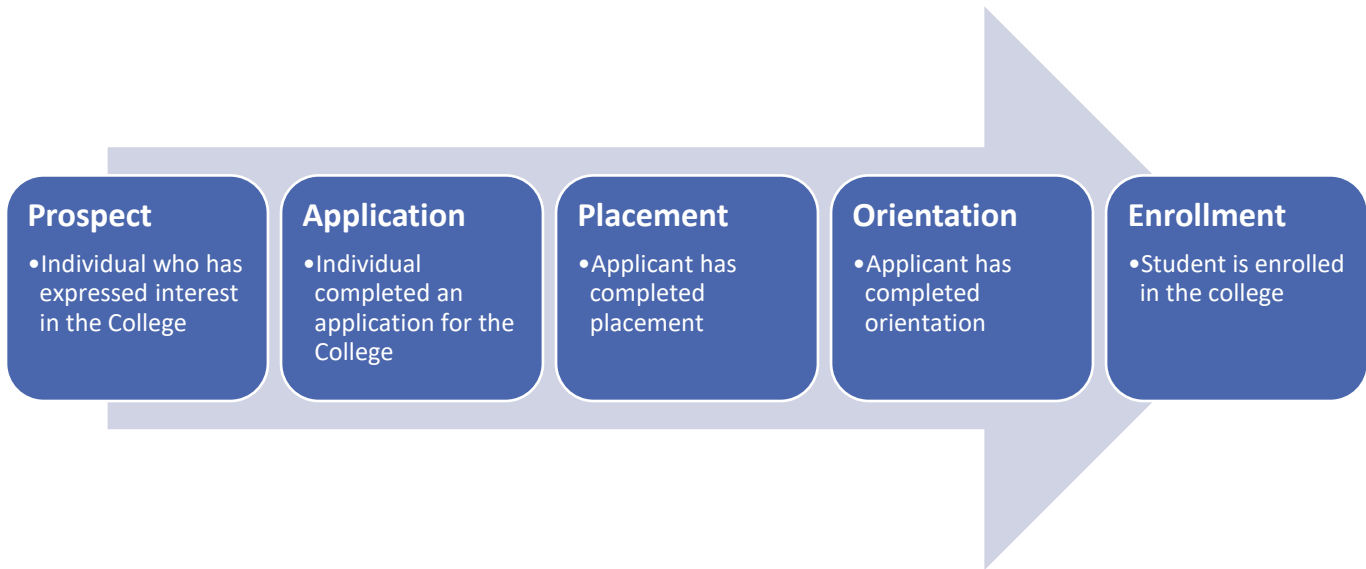
Institutional Effectiveness (IE):

1. Access to and analysis of current data regarding outreach.
 - a. Incoming student information – from which HS, what milestones students reach (application, enrollment, etc.)
2. Assistance creating and implementing surveys.

MEASURING IMPACT/EFFECTIVENESS

Data will be used to understand the quality and effectiveness of O&R this plan. The following provides an overview of assessment measures to be used, and deliverables.

1. **Create infrastructure for ‘aligning the front door’ for Outreach & Recruitment.**
 - a. Opening of the Welcome Center & School Relations Office
 - b. Creation of Standard Operating Procedures identified above
 - c. Full implementation of PeopleSoft Recruitment Module, including creation of the online interest form, and designated recruiters that are trained on using the system.
2. **Conversion Rate (actual recruitment)**
 - a. **Meeting Equity Plan Goals for ‘enrolling in same college’.**
 - b. Use Interest Form to gather prospective student contact information. Provides information on number of contacts, which efforts yield higher contact, etc.
 - c. Analytics through use of PeopleSoft CS Recruitment module to track conversion/yield rate for each step:
 - d. Use metrics to create benchmark goals for each stage, time-based throughout year.



OUTREACH & RECRUITMENT STRATEGIES

The following strategies will be conducted in an intentional and coordinated manner across the campus:



REFERENCES

- Green, T. (2017). *Where Recruitment and Retention Meet: Building a Plan to Incorporate Best Practices*. Presentation at the 2017 ACT Enrollment Planners Conference.
- Han, P. (2014). A Literature Review on College Choice and Marketing Strategies for Recruitment. *Family and Consumer Sciences Research Journal*, 43(2), 120-130.
- Jackson, M. (2008). *SMART Recruitment Planning for Community Colleges*. Presentation at the AACRAO 18th Annual Strategic Enrollment Management Conference.
- Perna, L. W. (2006). Studying college choice: A proposed conceptual model. In J. C. Smart (Ed.), *Higher education: Handbook of theory and research* (Vol. 21, 99-157). New York: Springer.
- Perna, L. W., Steele, P., Woda, S., & Hibbert, T. (2005). State Public Policies and the Racial/Ethnic Stratification of College Access and Choice in the State of Maryland. *The Review of Higher Education*, 28(2), 245-272.
- Wang Y., Ye, F. & Pilarzyk, T. (2014). A Strategic Enrollment Management Approach to Studying High School Student Transition to a Two Year College. *Journal of the First-Year Experience & Students in Transition*, 26(1), 9-35.