Northland Community and Technical College
Enrollment Management Plan

Northland Community & Technical College, with campuses in Thief River Falls and East Grand Forks, Minnesota is a public post-secondary institution dedicated to the philosophy of providing liberal arts and technical education with curriculum designed to meet the educational needs of high school, special needs and adult students.

It is the belief of the Enrollment Management Team that a strategic enrollment management plan is the key element to the success and growth of our college.

This enrollment management plan identifies broad goals, with specific objectives, responsible parties and time lines. It is the responsibility of the enrollment management department to develop the action plan required to be successful. This action plan will include, but not be limited to procedures, timelines, goals, evaluations, and recommendations as to changes and modifications.

Vision Statement

Northland Community and Technical College will be widely recognized as a student focused, dynamic college with excellent educational opportunities that has strong partnerships with businesses, educational institutions, and communities it serves.

Overall Goal

**Overall Goal:** To build a comprehensive enrollment management plan that will achieve Fall 2008-2010 enrollment goals.
Situation Analysis

Declining high school enrollments: Enrollments at schools in our service area have been in a steady decline, since the mid 1980’s. In that time thirteen area high schools in NW Minnesota have consolidated with other school districts due to low enrollment.

Twenty-five percent of the nation’s public K-12 students attend rural or small – town schools, those in communities of 25,000 people or fewer. Within our immediate service area there are three communities of that size. A report from the Rural Schools and Community Trust (1997-98) states, “Changes are needed in those states because students’ parents are among the poorest and least educated, their teachers are the worst paid and their communities are the least able to support school programs.”

Competition from four-year institutions is on the rise; these schools have become more aggressive in their recruiting of this service area. Many of these colleges offer students scholarships or financial packages that we cannot match. Our Northland College Foundation is active in raising funds, but as a two - year school we have very limited resources that would entice a student to enroll at our school over another.

In our main recruiting area of Northwestern Minnesota and Northeastern North Dakota there is some fierce competition for area high school graduates. In this region, we must contend with recruiters from the University of Minnesota – Crookston, University of North Dakota, Lake Region College, Bemidji State University, Minnesota State University - Moorhead, Mayville State University, North Dakota State University, North Dakota State College of Science, Concordia College, and Minnesota State Community and Technical College – Fergus Falls Campus, Moorhead Campus, Detroit Lakes Campus, and Wadena Campus and Northwest Technical College – Bemidji. With the exception of the Minnesota State Community and Technical College – Wadena and Fergus Falls Campuses, North Dakota State College of Science, and Lake Region College, all other colleges or universities are within a 125 - mile radius of Thief River Falls or East Grand Forks, creating a large demand for our area graduates.

July 1, 2003, Northland Community and Technical College in Thief River Falls and Northwest Technical College – East Grand Forks merged into one institution, to become Northland Community and Technical College, Thief River Falls and
East Grand Forks. This is a unique merger that has allowed our two campuses within sixty miles of one another and with a similar academic mission to be under the umbrella of a consolidated two year comprehensive college.

The East Grand Forks campus offers a wide range of majors, but is recognized as a center of excellence in allied health-related career opportunities. Students complete programs such as Cardiovascular Technology, Practical Nursing, Para-Medicine, Heating – Ventilation & Air Conditioning, Residential Carpentry, Surgical Technology, Radiology, and Fire Technology. Originally founded in 1972, the campus has grown continuously and currently has 1,784 full and part-time students, while the campus in Thief River Falls has a full and part-time headcount of 1741 for fall semester 2008.

Northland Community and Technical College has a definite bonus as being the only comprehensive college in Northwestern Minnesota. We are able to offer students an alternative to the traditional college scene, where students can get the first two years of most four-year programs in a smaller more family oriented atmosphere. They may enroll in one of our many technical programs that prepare them for immediate entry into the workforce. Currently Northland Community and Technical College offers over 30 majors as well as 50 plus career programs for students to choose from. Our nationally recognized Aviation Maintenance Program headlines the Thief River Falls campus occupational programs; it is complimented by programs in Nursing, Criminal Justice, Cosmetology Massage Therapy, Welding, Auto Body, Architecture, Automotive Service, and others.

As a comprehensive community and technical college, Northland College is able to offer students a wide variety of activities. They may get involved in a new area of interest or pursue an interest that they already have. Students may choose from various clubs and organizations and activities including varsity sports.
Fall 2008 - 2010 Goals

♦ Achieve a full-time student enrollment of 2000

Note: (1974) This figure reflects an average number of full time students enrolled and attending both Northland Community and Technical College campuses over the past five years since merger. All figures are from Oracle Operational Database

⇒ Responsibility: Enrollment Management
⇒ Timeline: Fall Semester 2010

♦ Achieve a total unduplicated headcount of 4100 students
  (Headcount= Each student counted only once across college)

Note: (4083) This number reflects the total number of students enrolled full and part-time at Northland College including Internet and Internet from Regional campuses for Fall 2008.

⇒ Responsibility: Enrollment Management
⇒ Timeline: Fall Semester 2010

♦ Achieve an enrollment of 2856 FYE for Fall
  (FYE = Registered credits 30)

⇒ Responsibility: Enrollment Management
⇒ Timeline: Fall Semester 2010

Note: Reflect a 3% increase over FY 2008 where Total FYE was 2773

♦ Achieve a total enrollment of 16% among minority students enrolled at Northland Community and Technical College

• Continue to offer cultural events on campuses and invite the community.

• Continue working with special populations on tours, job shadowing and mentorship programs.
Current minority student population stands at 14% campus wide, overall goal to increase this to 16% for fall 2010. (Since merger our minority student population has increased on the average of 1% per year since 2004.)

Note: Fall semester 2008 our combined minority student population was at 288 students’ campus wide.

**Ethnicity:**

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
<th>Percentage</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American</td>
<td>83</td>
<td>4.0 %</td>
<td>Fall 2008</td>
</tr>
<tr>
<td>African American</td>
<td>134</td>
<td>7.0 %</td>
<td>Fall 2008</td>
</tr>
<tr>
<td>Asian</td>
<td>27</td>
<td>1.0 %</td>
<td>Fall 2008</td>
</tr>
<tr>
<td>Hispanic</td>
<td>42</td>
<td>2.0 %</td>
<td>Fall 2008</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>2</td>
<td>-</td>
<td>Fall 2008</td>
</tr>
</tbody>
</table>

**Total** 288 14%

⇒ Responsibility: Director of Multicultural Services
⇒ Timeline: Fall Semester 2010

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**Key Recruitment Strategies**

- To increase image and awareness of Northland Community and Technical College

Continue to promote and conduct individual campus visits, group visits, tours, special events, demo-days, open house, and athletic events.

- Area high schools.
- Television, radio, print, publications.
- Communities, Agencies and Organizations
- “College in the High School” and PSEO.
To generate a sufficient number of inquiries to achieve enrollment goals

Utilize recruiting staff in most efficient way to cover immediate service area. Promote unique programs at NCTC: aviation maintenance, architectural technology, criminal justice, allied health programs etc. Add, develop or enhance programs that will attract new students to NCTC. Through the use of direct mailings, publications, ACT rosters etc, contact those perspective students that may be interested in NCTC.

- High School Visits.
- Career Fairs.
- Minority Student Career Fairs.
- Job fairs.
- Internet/website inquiries.
- ACT results.
- Applications.
- Financial aid applications.
- Direct mailings.
- Telephone inquiries.
- Reciprocity agreements with surrounding states

Develop a college wide-system for capturing, coding and qualifying inquiries

Utilize the MnSCU Integrated Student Record System. This system will allow data entry on new student prospects, utilize our mail merge capabilities for pattern day intervals, create major letter paths, and create a communications menu to process letter sequence and process prospect flow.

- Set a department goal of 5-day turn around on all inquiries received.
Prospect letters will be processed on a weekly basis.

Assist in the revision and development of promotional publications to support the recruitment process

- Displaced Workers, Low Income, 1st Generation, Low Income and Non-traditional populations.
- Telephone inquiries.
- To conduct special events and campus visit programs to maximize number of personal contacts and enrollment rates.
- Campus visits.
- High school class visits (occupational classes).
- Program days, welding demo, honor band, theater, athletic tournaments, etc.
- Financial aid services available for minority and underrepresented student populations.
- Host various regional high school board meetings.
- Invite local school boards, administration, faculty and counselors to campus.
- Host Northwest Minnesota Counselor Association meetings on campuses of NCTC annually.

Develop an effective Student Ambassador program that includes the use of current students

- Utilize campus ambassadors in the entire recruiting process.
- Tours
- Special Events
- Career Fairs
♦ Develop enrollment plans for students in targeted segments

- Increase enrollment of minority students overall to 16 percent college wide.

- Enhance current monthly celebrations on campuses; Black History Month, Celebramos, Native Images Month and Women’s History Month.

- Utilize ISRS system to capture, analyze and detail all communications with minority and non-traditional students.

- Develop recruiting guide and calendar for the recruitment of minority, nontraditional and underrepresented students. Complete high school visits, career fairs, minority career fairs, in Minnesota, North Dakota and South Dakota.

- Development of new brochures, such as, Multicultural Services, Mentorship Program, Perkins Grant, New Ventures Center, and Underrepresented Programs.

- Enhance current relationship with Perkins grant as to allow NCTC to expand minority, non-traditional and underrepresented student and program recruiting efforts. Example: Out state career fairs, minority career fairs in metro region of Minneapolis and St. Paul. North and South Dakota high school and college career fairs.

- Visits to tribal and public schools on the White Earth, Red Lake, Leech Lake, Turtle Mountain and Spirit Lake Reservations to include tribal colleges.

- Foster on going partnerships with community and other agencies such as; Tribal Colleges, Higher Education Committees, Minnesota Indian Scholarship, MN Association of Counselors of Color, Reservation Talent Search Offices, MN School Counselors Association, and Staff Development and Continued Education.

- The Director of the New Venture Center - TRF & Equity Coordinator - EGF are available to provide presentations to area high school classes about what nontraditional careers and underrepresented programs are and the advantages nontraditional careers provide.
Offer hands-on exploratory workshops and Career Exploration Days designed specifically for women and men considering nontraditional careers and underrepresented programs.

Attend, as a campus, the Minnesota State College and University System Underrepresented Student Conference held annually in Twin Cities. Which was last attended by college staff in the spring of 2006.

Continue to expand Mentor Program and Job Shadowing that was implemented fall of 1999, aided by the continued development of new materials and brochures.

Develop a means of sharing recruitment information with members of the faculty, staff and administration on both campuses of Northland Community and Technical College.

Employee Updates.

Pioneer Weekly.

General Matters Meet and Confer

Improve the college’s ability to communicate electronically with prospective students

Respond immediately to all incoming internet requests for information.

Utilize e-mail addresses given to us by prospective students.

Stay in contact with students electronically with NCTC updates.

Update NCTC WebPages with help and guidance from school Webmaster.

Develop a calendar to update Web Pages.

Enrollment Management Action Plan

To build a comprehensive enrollment management plan that will achieve Fall 2010 enrollment goals.

Key Strategy 1:
To increase image and awareness of Northland Community & Technical College

Action Plan:
Through the use of individual campus visits, group visits, special events, Demo-Days, Open House, and athletic events make the public more aware that Northland Community and Technical College is a comprehensive college in Northwestern Minnesota with campuses in East Grand Forks and Thief River Falls.

Responsibility:
Director of Enrollment Management, Director and Marketing Director and Public Relations Director

Time Line:
On going.

Cost:

<table>
<thead>
<tr>
<th>Demo Days</th>
<th>Career Exploration Days TRF (2) EGF (1)</th>
<th>Mentor Program</th>
<th>Aviation Open House</th>
</tr>
</thead>
</table>
Key Strategy 2:  
To generate a sufficient number of inquiries to achieve enrollment goals

Action Plan:  
Utilize enrollment management team in most efficient way to cover service and recruitment area. Current expanded recruitment territory includes Northern Minnesota (Brainerd to Baudette), the Arrowhead region of Minnesota, the Eastern 1/3 of North Dakota, and a limited number if career fairs in South Dakota. Recruitment territories also include, but are not limited to, Minnesota Education Fairs, Dakota Counselors Association Career fairs, South Dakota Counselors Association Career fairs, as well as the National College Fairs in Minneapolis, Milwaukee and Chicago.

Enrollment Management Team

Director of Enrollment Management – Supervises Enrollment Management staff.

Director of Multicultural Services – Duties include recruiting at area high schools, minority career and job fairs, Eastern South Dakota Career Fairs and Minnesota Association of Counselors of Color career fairs throughout Minneapolis/St. Paul.

Advisor/Admissions Representative (TRF) – Duties include recruiting at area high schools, career fairs, and national college fairs. Conducts campus tours as needed. Coordinates Campus Student Ambassador Program. Site chair of the NCTC Career Fair. Co-chair of the NCTC-TRF Career Exploration Days Committee. Coordinates the college wide-system for capturing, coding and qualifying inquiries (ISRS). Oversees prospect communication letter flow.

Advisor/Admissions Representative (EGF) – Recruiter duties include conducting high school visits, tours, career fairs, career exploration events, open houses, and orientations. Coordinates Campus Student Ambassador Program. Responsible for assisting the Equity Coordinator with
nontraditional recruiting efforts. Prospect data entry. Student Senate Coordinator.

**Advisor/Admissions Representative (EGF)** – Recruiter duties include conducting high school visits, tours, career fairs, career exploration events, open houses, and orientations. Coordinates Campus Student Ambassador Program. Responsible for assisting the Equity Coordinator with nontraditional recruiting efforts. Prospect data entry.

**Student Services Receptionist (TRF)** – Duties include main receptionist for the student service department. Coordinate campus tours. Prospect data entry. Responsible for weekly college prospect communications. Supervise student service work study students. Serve as backup for Admissions.

**Student Services Receptionist (EGF)** – Duties include main receptionist for the student service department. Prospect data entry. Serve as backup for Admissions.

**Admission Clerk (TRF)** – Position exists to process applications, collect application fee, acquire and record high school transcripts or equivalent, acquire and record college transcripts, and process transcript requests. Responsible for campus admission communications.

**Admission Clerk (EGF)** – Position exists to process applications, collect application fee, acquire and record high school transcripts or equivalent. Schedule Faculty Information Sessions. Responsible for campus admission communications.

**Admissions Clerk Assistant (EGF)** - Position exists to assist with processing applications, collection of fees, acquisition of admissions data.

**Responsibility:**

Dean of Student Services and Director of Enrollment Management.

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**Key Strategy 3:**

*Develop a college wide-system for capturing, coding and qualifying inquiries*
Action Plan:
Utilize the MnSCU Integrated Student Record System (ISRS).

Receive training on new Integrated Student Record System, which will allow enrollment management team to enter data on new student prospects. This system will allow staff to utilize mail merge capabilities for pattern day intervals, and enter data from all interest inquiries.

● Set goal of one week turn around on all inquiries.

● Create a communications menu.

Key Strategy 4:
Collaborate with Marketing and PR personnel to revise current and develop new promotional publications to support the recruitment program and Program Specific Marketing

Action Plan:
Provide input in the development and revision of college materials which include: program marketing, video and website availability, college catalog, view book, student academic planner and handbook, high school visit poster, and academic wall calendar.

Promote and host special events on campus to maximize the number of student contacts.

<table>
<thead>
<tr>
<th>Campus Tours</th>
<th>Honor Band and Choir</th>
<th>Athletic Events</th>
<th>Regional Counselors Meetings</th>
<th>Cultural Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demo Days</td>
<td>Aviation Open House</td>
<td>HS Tourneys</td>
<td>Young Authors</td>
<td>Career Exploration Days</td>
</tr>
</tbody>
</table>

Responsibility:
Enrollment Management, Marketing and Public Relations Departments, as well as Athletic Department.
Timeline: On Going

Cost:
(Marketing Budget)
(Admissions’ Budget)

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Key Strategy 5:
Develop an effective Student Ambassador Program that includes the use of current students

Action Plan:
Utilize campus ambassadors during recruiting process. Allow students to act as campus ambassadors and liaisons for all students. Implement a student ambassador-training program that includes campus tours, mentorship’s, and orientations.

Responsibility:
Advisor/Recruiter (TRF) and Advisor/Recruiter (EGF).

Cost:
$7500

Timeline:
On Going.

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Key Strategy 6:
Develop an enrollment plan for students in targeted segments. Increase enrollment of minority, underrepresented, nontraditional students including nontraditional by gender and program major.

Action Plan:
- Develop a recruiting guide and calendar for the recruitment of minority, underrepresented and nontraditional students.
- Develop a recruiting guide and calendar to promote program majors that are nontraditional by gender. Examples of the programs are: Aviation Maintenance, Auto Body, HVAC, Plumbing, and Medical Coding.

- Utilize current ISRS system to analyze data and inquiries to effectively communicate with these targeted populations.

- Foster ongoing partnerships with community and regional agencies, Area Learning Centers, Workforce Centers, Reservation Tribal Offices, and Social Service Agencies etc.

- Enhance current cultural celebrations on campuses: Black History Month, Native Images Month, Women’s History Month and Celebramos (Hispanic Heritage Month).

- Cooperative ventures with area and local high schools and community agencies would/could bring in regional and local performers, speakers and presentations to our community.

### High School Visits
(Underrepresented Student Populations)

<table>
<thead>
<tr>
<th>Circle of Life</th>
<th>Detroit Lakes</th>
<th>Frazee HS</th>
<th>Laporte</th>
<th>Park Rapids</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bagley</td>
<td>Walker</td>
<td>Bug School</td>
<td>Cass Lake</td>
<td>Bemidji</td>
</tr>
<tr>
<td>Red Lake</td>
<td>Kelliher</td>
<td>Blackduck</td>
<td>Baudette</td>
<td>Warroad</td>
</tr>
<tr>
<td>Fosston</td>
<td>Waubun</td>
<td>Mahnomen</td>
<td>Lincoln</td>
<td>Moorhead</td>
</tr>
<tr>
<td>Grand Forks</td>
<td>Fargo</td>
<td>Bottineau</td>
<td>Bellcourt</td>
<td>Rolla</td>
</tr>
<tr>
<td>Rock Lake</td>
<td>St. John</td>
<td>Devils Lake</td>
<td>Warwick</td>
<td>Sheyenne</td>
</tr>
<tr>
<td>Bisbee</td>
<td>Dunseith</td>
<td>Minnewauken</td>
<td>Rollette</td>
<td>Kelliher</td>
</tr>
</tbody>
</table>

### Native American and Minority Career Fairs

<table>
<thead>
<tr>
<th>Red</th>
<th>Fosston</th>
<th>Leech</th>
<th>Detroit</th>
<th>White</th>
</tr>
</thead>
</table>

South Dakota Career Fairs

<table>
<thead>
<tr>
<th>Aberdeen</th>
<th>Sisseton</th>
<th>Watertown</th>
<th>Mibank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobridge</td>
<td>Lemmon</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alternative Learning Centers

<table>
<thead>
<tr>
<th>Thief River Falls</th>
<th>Grand Rapids</th>
<th>Grand Forks, ND</th>
<th>Crookston</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cass Lake</td>
<td>Bemidji</td>
<td>Detroit Lakes</td>
<td>Grafton</td>
</tr>
</tbody>
</table>

Minnesota Association of Counselors of Color Career Fairs

<table>
<thead>
<tr>
<th>Minneapolis</th>
<th>St. Paul</th>
<th>Metro Area</th>
<th></th>
</tr>
</thead>
</table>

National College Fairs

<table>
<thead>
<tr>
<th>Minneapolis</th>
<th>Chicago</th>
<th>Milwaukee</th>
</tr>
</thead>
</table>

Responsibility:
Director of Multicultural Services.

Cost:

Timeline:
Ongoing.
Key Strategy 7:
Develop a means of sharing recruitment information with members of the faculty, staff and administration

Action Plan:
- Utilize Pioneer Weekly to update NCTC personnel on recruiting schedules on a weekly basis.
- Conduct Recruitment/Enrollment updates at Employee Updates
- Inform personnel of recruitment/enrollment activities during Faculty and Support Staff in-service.

Responsibility:
Director of Enrollment Management.

Cost:
N.A.

Timeline:
Ongoing.

Key Strategy 8:
To continuously improve the college’s ability to communicate with prospective students

Action Plan:
- Enrollment Management Team will respond within a week to all telephone, internet, walk-in and high school inquiries.
- Enrollment Management Team will prioritize and enter raw data on all new prospects. Incorporate data into ISRS System which will open a communications pattern.
- Update NCTC web page with the guidance of the College Web Master.
- Utilize Webmail (Groupwise) to communicate with prospects.
- Create Facebook account in order to interact and visit with prospects.
Responsibility:
Enrollment Management Team.

Cost:
N.A.

Timeline:
On-going.
Enrollment Management Plan

2008-2010