



Centennial College Consulting Proposal: Operational Review of Student Recruitment



SEMWORKS



April 2009



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PART 1: TRANSMITTAL LETTER

Dear Ms. Leith:

Recognized as one of the most culturally diverse post-secondary institutions in Canada, Centennial College is committed to both broad public access and successful career education. As a large and diverse public college with four campuses across Toronto, Centennial College understands the importance of ensuring that a consistent and coordinated approach is taken in reflecting the institution's distinctive advantage— offering an inclusive educational experience that builds on a foundation of global citizenship, social justice, and diversity. Accordingly, there is a crucial need to ensure that student recruitment and related marketing and communications efforts consistently convey Centennial College's unique identity in terms that resonate and build affinity with targeted audiences. Within today's fiscal climate and competitive higher education environment, it is imperative that institutional resources invested in such efforts generate maximize return. SEM WORKS will partner with Centennial College to undertake a campus-wide review of the institution's recruitment and related functions, organization, and services with a view to recommending smart strategies and tactics for realizing optimal operational performance and enrolment results.

We are SEM WORKS, and as our name suggests, strategic enrolment management is what we do best. A distinguishing difference between SEM WORKS and other consulting firms is that we offer expert advice based upon demonstrated excellence as practitioners in the field of enrolment management. We have worked in the trenches of higher education—giving us a unique perspective of the challenges facing today's enrolment management professionals and ensuring we are intimately aware of the latest enrolment management theories, strategies, and tactics. Our passion is to develop targeted solutions that are designed specifically to address the needs of Centennial College.

Over 300 colleges and universities have benefited from our expertise. As you consider consultants to review your student recruitment operation, know that SEM WORKS has exceptional experience working with enrolment offices of all sizes and types within Canada and the United States. Recently, in response to increasing demand for consulting services within Canada, SEM WORKS has secured the expertise of a senior consultant who has more than 30 years experience within Canada's higher education system, and who brings particular expertise in facilitating an integrated approach to academic and enrolment planning.

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PART 1: TRANSMITTAL LETTER

Therefore, we understand your context. We know your audience. And we will quickly come to understand your campus culture. This breadth of understanding will ensure (1) an organization of staff and workflow to succeed, (2) a proven approach to reaching your target audiences based on best practices in the higher education market, (3) effective positioning among public, private, and proprietary institutions, as well as (4) campus-wide buy-in.

We invite you to speak with our current and former clients to learn about their success. For example, you may want to contact other Ontario colleges that we have served: George Brown College, Confederation College, Conestoga College, Sir Sandford Fleming College, and Durham College. We have also provided consulting advice to the Ontario Colleges Application Services (OCAS), and worked with Colleges Ontario.

We appreciate the opportunity to work with Centennial College, and are confident that SEM WORKS can provide you with exceptional results.

We look forward to hearing from you soon.
Sincerely,

Jim Black, Ph.D.
SEM WORKS President and CEO



SEM WORKS



PART 2: SEM WORKS' INFORMATION—GENERAL BACKGROUND

COMPANY HISTORY

Jim Black and Associates, Inc., converted to SEM WORKS in February of 2004 as an LLC. Prior to February 2004, Jim Black and Associates, Inc., had been working and performing services in the higher education consulting industry for ten years. SEM WORKS was founded by Dr. Jim Black and is grounded in a long history of higher education clients through consulting and professional development. The combined experience of the SEM WORKS team includes more than 300 higher education clients from five countries. SEM WORKS staff has experience with large universities and university systems, community colleges, technical colleges, four-year public and private institutions, graduate and professional schools, proprietary schools, and nonprofit and for-profit organizations.

While our core business is consulting, we also provide some of the best conferences, technology services, on-site training opportunities, market research, and creative services in the industry. SEM WORKS offers creative and technology solutions designed to improve enrolment and development outcomes without overtaxing the client's resources such as budgets, staffing, and IT support.

Using our technology services, we can provide institutions with turnkey solutions for Web development, e-mail customization, portal content management, and a variety of other marketing tools.

SEM WORKS provides consulting services to colleges and universities needing to assess existing operations and develop related plans. Areas of consulting include:

Enrolment Management	Marketing
Branding	Student Recruitment
Student Retention	Scholarships and Financial Aid
Student Services	Relationship Management
Process Redesign	Organizational Structure
Market Research	Web Development
Graphic Design/Publication Development	Customer Service





PART 2: SEM WORKS' INFORMATION—GENERAL BACKGROUND

BUSINESS PHILOSOPHY

YEARS IN THE SEM BUSINESS

Dr. Black, president and CEO of SEM WORKS, has been in higher education for over twenty-three years. He has dedicated his professional life to finding solutions to enrolment management issues, first as a professional in enrolment management and most recently performing services in the higher education consulting industry for thirteen years. Strategies recommended by Dr. Black and the SEM WORKS team are more than just theory. They are grounded in reality. SEM WORKS does not offer clients boilerplate solutions. We believe that each institution is different, and our client's needs and resources call for tailored solutions. And most important of all, your lead consultant will be Dr. Black, not a junior staff member.

Our business philosophy is simple. Our success is determined by the success of our clients. To ensure your satisfaction we will:

- Seek to understand your needs, your enrolment, recruiting and retention objectives, your competitors, and your institutional culture
- Prepare diligently for every meeting, every phase of the planning process, and every deliverable
- Serve you passionately
- Deliver more than you expect, and more than the contract requires
- Respond promptly to your requests
- Ensure the highest quality in everything we produce for Centennial College.

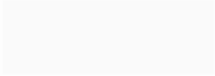
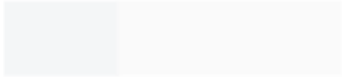
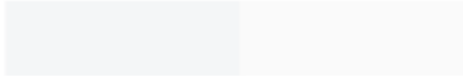
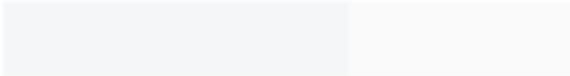
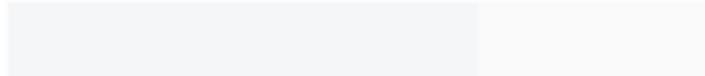
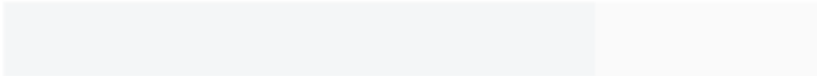
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PART 3: QUALIFICATIONS—PROJECT TEAM

STAFF ASSIGNED TO CENTENNIAL COLLEGE CONSULTANCY

The SEM WORKS staff is comprised of twenty-one individuals, primarily current or former practitioners in the field. Including Dr. Black, your lead consultant, there are seven SEM WORKS consultants—each with their unique specialty areas. In addition to the consulting group, SEM WORKS employs a director of technology services, a director of market research, a research analyst, a director of marketing and customer relations, a director of business development, a conference director, vice president of operations, two Web designers, two graphic designers, a copywriter, and an editor. For your project, Ms. Lynda Wallace-Hulecki, SEM WORKS' Canadian expert and senior consultant, will assist Dr. Black with the recruitment operations review and will be your primary contact.



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PART 3: QUALIFICATIONS—STAFF BIOGRAPHIES

Jim Black, Ph.D., SEM WORKS President and CEO

Project Responsibilities: Lead Consultant.



The president and CEO of SEM WORKS, Dr. Jim Black, is the founder of the National Conference on Student Retention in Small Colleges and cofounder of the National Small College Admissions Conference and the National Small College Enrollment Conference. He formerly served as the director of AACRAO's Strategic Enrollment Management Conference. Dr. Black has published a monograph titled, *Navigating Change in the New Millennium: Strategies for Enrollment Leaders*, and three books, *The Strategic Enrollment Management Revolution*, considered to be a groundbreaking publication for the enrollment management profession, *Gen Xers Return to College*, and *Essentials of Enrollment Management: Cases in the Field*. Among his other published works are numerous articles and book chapters including a feature article in *College & University*, "Creating Customer Delight"; a chapter, "Creating a Student-Centered Culture," for a book on best practices in student services published by SCUP and sponsored by IBM; a chapter on enrollment management in a Jossey-Bass book on student academic services; as well as a bimonthly feature in *The Greentree Gazette*.

Dr. Black was honored as the recipient of the 2005 AACRAO Distinguished Service Award. He has been interviewed by publications such as *The Chronicle of Higher Education*, *Converge Magazine*, *The Enrollment Management Report*, *The Lawlor Review*, and was interviewed for AACRAO's *Data Dispenser*. Black also was featured in an international teleconference on enrollment management sponsored by The Center for the Freshman Year Experience at the University of South Carolina, and a PBS broadcast on "Blending High Tech and High Touch Student Services." Since 1999, Jim Black has been an IBM Best Practices Partner, one of only twenty-three in the world. He was invited by The College Board to Heidelberg, Germany, to evaluate the APIEL Exam and most recently was invited to lead conferences on enrollment management and student services in the United Kingdom and the Netherlands.

Dr. Black has served on the boards of several technology companies and has consulted with companies such as Microsoft, Blackboard, and the SAS Institute. Higher education clients have included two-year, four-year, public, and private institutions. Jim earned a B.A. in English education and M.A. in higher education administration from the University of South Carolina, as well as a Ph.D. in higher education curriculum and teaching from The University of North Carolina at Greensboro.



PART 3: QUALIFICATIONS—STAFF BIOGRAPHIES

Lynda Wallace-Hulecki, B.Sc., M.Ed., Senior Consultant and Canadian SEM Expert

Expertise: Integrating Academic and Enrolment Planning.



Lynda is a seasoned professional with over thirty years experience in higher education. Lynda has an extensive track record of accomplishments in advancing a strategic approach to enrolment management, in facilitating an integrated approach to academic and enrolment planning, in managing change, and in developing systems for enrolment performance management, assessment, and accountability. Lynda has held a variety of leadership positions at both a research-intensive university and a four-year comprehensive college in Canada. For twenty-three years of her career, Lynda served as the director of an institutional analysis and planning office— a position for which she was awarded a distinguished administrator award.

Lynda has served on both provincial and federal committees related to inter-provincial student mobility and higher education accountability systems in Canada. She is an active member of numerous professional organizations (e.g., AACRAO, ARUCC, NASPA, AIR, SCUP, EDUCAUSE) at which she has been both a presenter and a presentation reviewer. In 2000, she participated in Harvard's Institute for Management and Leadership in Education (MLE).

Lynda holds a Bachelor of Science degree in the mathematical sciences from the University of Manitoba, and a Master of Educational Administration degree in higher education from the University of Nebraska-Lincoln. She is currently completing a doctoral degree in Educational Leadership and Higher Education at the University of Nebraska-Lincoln. Her graduate research has focused on the evolving field of SEM, and on the application of learned concepts in leading change and in building shared responsibility for enrolment outcomes with the campus community through an integrated approach to academic and enrolment planning.



PART 4: PURPOSE OF THE REVIEW

The leadership at Centennial College has articulated among its strategic priorities the promotion of the unique character of Centennial's campuses as the institution of choice among targeted market segments. Accordingly, the College is seeking a consulting firm with expertise in strategic enrolment management and knowledge of best practices in student recruitment to undertake a comprehensive campus-wide review of student recruitment and related operations.

On the basis of our recent conference call, SEM WORKS understands that Centennial College seeks the following consulting services:

1. A comprehensive review of student recruitment and related functions, including a review of the structures, activities, systems, information, and processes associated with prospective student marketing, recruitment, communication, admission, and enrolment.
2. Identification of operational strengths, gaps, and opportunities to incorporate best practice recruitment strategies and enhance coordination of recruitment practices campus-wide.
3. A detailed written report with observations and prioritized recommendations for action that brings together the findings from all aspects of the review.



PART 5: METHODOLOGY

Scope of the Work

The scope of SEM WORKS' review and recommendations will include at a minimum the following aspects of the student recruitment process:

- Inquiry generation
- Inquiry processing
- Applicant conversion
- Relationship management
- Communications flow
- Campus visit experience
- Recruitment events
- Recruitment travel
- Student marketing
- Effectiveness of the new brand for student recruitment purposes
- Website and publication assessment
- Admissions process (including admissions advising, financial assistance, transition process)
- Enrolment process
- Academic unit recruitment, communications, and marketing



PART 5: METHODOLOGY

Dr. Jim Black, your lead consultant, and Ms. Lynda Wallace-Hulecki, SEM WORKS' Canadian SEM Consultant, will conduct a three-day audit of Centennial College's recruitment operations. The audit process will consist of:

1. A pre-visit review of student marketing, communication, and recruitment materials supplied by Centennial College.
2. A three-day site visit culminating in an oral presentation to the project sponsor(s) on preliminary observations and areas of recommended action stemming from the review process.
3. A first draft of a written report within 4-5 weeks of the site visit.
4. A final written report inclusive of immediate action steps and plan spanning 1-3 three years.

Pre-Visit Review

In preparation for the three-day on-site visit, a preliminary review of the following types of information and materials will be undertaken:

- Office mission, mandate, organizational charts, staff job descriptions
- Institutional strategic plan, and associated enrolment management goals and plans
- Tactical plans for student recruitment, marketing, and communications
- Institutional enrolment trend data, market research, competitor information, yield data, student survey data and other relevant research,
- Publications, advertising and promotions, and Web sites
- Recruitment events and activities (e.g., on and off campus programs, territory assignments)

Special attention will be given to identifying opportunities that will improve:

- Staff performance and capacity
- Recruiting, communication, and marketing efforts
- Use of data to inform recruitment tactics and assess the effectiveness of strategies
- Communication flow and effectiveness
- Customer service



PART 5: METHODOLOGY

On-site Visit

During the three-day on-site audit, Dr. Black and Ms. Wallace-Hulecki will conduct:

Interviews with the project sponsor(s) and executive leaders; enrolment management committee members; professional staff from recruitment, admissions, student financial assistance and relevant student transition service functions (e.g., academic advisers, counselors, student residence staff, alumni affairs); marketing professionals; as well as with appropriate academic department faculty and staff who are involved in student recruitment and related processes.

The focus of the interviews will be to assess existing marketing and recruitment initiatives, scholarship programs, staffing organization and skills, barriers to new student enrolment, future enrolment opportunities, as well as the involvement of staff and faculty in recruitment efforts. Of particular interest will be cross-functional and interdepartmental coordination of recruitment activities, customer service issues, response time to requests for information, and general responsiveness of staff.

Two Student Focus Groups of 8–12 participants in each group will be conducted with select targeted student segments (to be defined). Of particular interest will be obstacles to admission and enrolment, customer service issues, response time to requests, and general responsiveness of staff. Service and response time feedback will be compared against SEM WORKS' knowledge of and experience with best practices in customer service in higher education.

On-site Observations will be conducted by Dr. Black and Ms. Wallace-Hulecki of student recruitment related functions across all four campuses for the purposes of analyzing workflow to identify opportunities to improve:

- student recruitment (inquiry generation, conversion strategies, territory management, programs, recruiting technology, etc.)
- customer service
- data management
- staffing (number, mix, organization, and skills)
- marketing and communications strategies (Web marketing, media mix, resource allocation, etc.)
- resource allocation.



PART 5: METHODOLOGY

On-site Visit (Cont'd)

Observations will focus on the identification of programs, processes, and strategies that should be expanded, enhanced, morphed or discontinued. Recruiting strategies will be assessed based on fit with the institutional mission, vision, culture, and return on investment (ROI). The relative value of initiatives will be measured by the potential and actual enrolment outcomes. SEM WORKS may recommend enhanced allocations of financial and human resources for high-yield low-cost strategies and tactics. Objectives also will be examined and assessed for synergy, duplication, and potential conflicts. At the conclusion of the visit, Dr. Black and Ms. Wallace-Hulecki will provide an on-site executive summary of the audit findings. This oral report will inform the written final report.

A sample consulting agenda follows:

Day 1

8:30 – 9:30 a.m.	Meet with Project sponsor(s) and executive leaders to confirm expectations and deliverables
9:45 – 12:00 noon	Recruitment staff
12:15 – 1:45 p.m.	Lunch with Strategic Enrolment Management Committee
2:00 – 4:00 p.m.	Marketing and Communications staff
4:15 – 4:45 p.m.	Observation of Recruitment operation
5:00 – 6:30 p.m.	Dinner with a Student Focus Group #1

Day 2

8:30 – 9:30 a.m.	Institutional Research
9:45 – 10:45 a.m.	IT staff who support recruitment efforts
11:00 – 12:00 noon	Student Services/Enrolment Services staff
12:15 – 1:30 p.m.	Lunch with Academic faculty and staff involved in recruitment/admissions
1:45 – 3:00 p.m.	Admissions staff
3:15 – 4:30 p.m.	Observation of Admission operation
5:00 – 6:30 p.m.	Dinner with a Student Focus Group #2

Day 3

8:30 -10:00 a.m.	Registrar and Associate Directors
10:15 - 11:45 a.m.	Financial Aid staff
12:00 - 1:30 p.m.	Lunch with Jennifer Leith
1:30 - 3:00 p.m.	Briefing preparation (consultants only)
3:00 - 5:00 p.m.	Briefing for Project sponsor(s), executive leadership, and invited guests



PART 5: METHODOLOGY

Final Report

A draft of the final report will be prepared within 4-5 weeks of the site visit. Feedback on the draft report may be exchanged via e-mail, or if deemed necessary, by conference calls. The final report will reflect changes that do not compromise the integrity of the overall findings and recommendations.

The SEM WORKS analyses are based upon a combination of the physical evidence described above along with secondary data sources, on-campus interviews, focus groups, and direct observations of existing practices. A research method known as “triangulation” will be used to validate findings. Any finding supported by all three research techniques will be considered valid. A complementary method called “pattern matching” will be used to validate findings that did not appear to be triangulated. Pattern matching describes reoccurring themes that emerge from one or more of these research techniques.

The final report will include an introduction, a Centennial College context, strategic opportunities, integrated marketing and recruiting opportunities, and recommendations related to improving staff performance, recruitment programs and services, the use of data to drive effective recruitment programs, communication plans, customer service, and allocation of recruitment resources. The focus will be on activities and strategies that will lead Centennial College to maximum return on investment (ROI). Recommendations will be prioritized as mission critical (MC), essential (E), and desirable (D). The report will also include associated antecedents for the success of the recommended actions, and relevant key performance indicators and other evaluative metrics.



PART 6: TIMELINE

The following chart outlines a suggested timeline for the review process and delivery of a final report. This timeline may be revised by mutual consent between SEM WORKS and Centennial College. Start and end dates may be adjusted.

Activity	Timeline	Methodology
Preliminary review of existing documents and research	June 2009	Pre-Visit assessment of information and materials supplied by Centennial College
Develop a consulting visit agenda for Centennial College	June 2009	Senior consultant, Lynda Wallace-Hulecki, will work in collaboration with the Project Sponsor(s) or designates to agree on a schedule. Centennial College will be responsible for making related arrangements.
Three-day site visit	June 2009	Dr. Black and Ms. Wallace-Hulecki will conduct interviews, focus groups and observations of workflow.
Submission of a written draft report	July/August 2009	SEM WORKS will provide a preliminary draft for review and comment, and the final written report will incorporate suggested changes from e-mail or conference call deliberations that do not compromise the integrity of the report.



PART 7: COST

Review of Student Recruitment Operations

\$21,000

Detailed Report with Recommendations

\$2,500

Total Cost = \$23,500 U.S. dollars (inclusive of travel expenses)

Note: All quoted prices are firm and all-inclusive. There will be no additional charges to Centennial College.

Optional SEM WORKS Services

SEM WORKS offers other services that could supplement the environmental scan that is being conducted by the Academics Group, for a modest additional cost. These include:

1. Mystery Shopping - Posing as a prospective student, SEM WORKS will inquire at selected competitor schools and report significant findings in relation to comparative timeliness and effectiveness of communications, types of publications/communications, key messages, and the selling proposition of each.

2. Market Opportunity Analysis- A survey based analysis to identify key markets that are not being reached, need further penetration, or require more effective marketing and communication strategies. The market opportunity analysis:

- Determines potential market size
- Presents geo-markets by size and consideration score by age, postal code cluster, gender, socio-economic status, etc.
- Market preferences for media (e.g., TV, web sites, blogs, Instant messaging, etc.)
- Communications preferences from Centennial College (e.g., print, email, phone, etc.)

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PART 8: REFERENCES—PARTIAL CLIENT LIST

Aiken Technical College	University of Pittsburgh at Titusville (2-year)
Michigan Community College Association	Northeastern Technical College
Springfield Technical Community College	St. Petersburg College
Trenholm State Technical College	Terra Community College
South Carolina Technical College System	Sandhills Community College
North Shore Community College	Randolph Community College
South Piedmont Community College	Trident Technical College
Edison Community College	University of Regina (Canada)
Quinsigamond Community College	University of Saskatchewan (Canada)
Central Carolina Technical College	University of Victoria (Canada)
Truckee Meadows Community College	Mount Saint Vincent University (Canada)
Capitol Community College	Eastern Iowa Community College District
Washington Community College System	Cochise College
Lansing Community College	Arkansas State College at Mountain Home (2-year)
Seminole Community College	Ontario College Sector (June 2, 2009)
St. Clair Community College	Ontario Institute of Technology
St. Louis Community College	Orangeburg-Calhoun Technical College
Lexington Community College	University of Windsor (Canada)
George Brown College (2-year Canada)	Colleges Ontario
Durham College (2-year Canada)	Florida Colleges Student Affairs Association
Northwestern Michigan College	Confederation College (2-year Canada)
Robert Morris College	Miami Dade College
Sir Sandford Fleming College (2-year Canada)	Meredith College
Community College of Baltimore County	Conestoga College (2-year Canada)
Sierra College	South Texas College



PART 8: REFERENCES—CLIENT REFERENCES

Confederation College, spring 2007

Kathy Kimpton

Director of Student Success / Registrar

Box 398, 1450 Nakina Drive

Thunder Bay, Ontario, Canada P7C 4W1

807/475-6364 or kkimpton@confederationc.on.ca

SEM WORKS conducted a comprehensive four-day on-site enrollment audit, SWOT analysis, a competitive analysis with mystery shopping, market gap analysis survey; ongoing consulting assistance in the development and implementation of the enrollment master plan; consulting services to support the execution of the SEM master plan including ongoing training, coaching, culture change management, evaluation, feedback, and adjustment of the implementation; and provision of tools, resource material, etc., required to complete projects; project management assistance, etc.

"I have followed Jim Black's work for many years and have turned into one of his biggest fans. Although Jim is from the US, he clearly understands how enrolment management works in the Canadian community college system. And now, not to my surprise, Jim has assembled an exceptional and diverse team of professionals at SEM WORKS. Confederation College benefited not only from Jim's experience, but also from the expertise of Dr. Waterbury for process mapping, Dr. Norris' knowledge of data management and planning tools, and Mr. Becker's insightful market research. Like Jim, his consultants listened, assessed our needs, and then delivered. Thanks to SEM WORKS we have a comprehensive, research-based strategic enrolment plan that has support and buy-in across the campus."

Kathy Kimpton, Director of Student Success / Registrar

SEM WORKS



PART 8: REFERENCES—CLIENT REFERENCES

Seminole Community College, 2006

James D. Henningsen, Ed.D.

Vice President for Student Success

100 Weldon Blvd.

Sanford, FL 32773-6199

407/328-2271 or HenningsenJ@scc-fl.edu

SEM WORKS conducted an audit of existing enrollment management operations.

"Dr. Black delivered all that we expected and more during his enrollment audit. It was clear from the outset that he had read the volumes of information and data we sent to him in advance of his visit. His homework and knowledge of community college issues helped him immediately focus on some of our key issues. At the conclusion of his visit, his on-site executive briefing and the detailed report that followed offered us clear and smart short-term and long-term strategies. We have an excellent foundation for a more focused enrollment plan thanks to Jim's exceptional work."

James D. Henningsen, Ed.D, Vice President for Student Success

SEM WORKS



PART 8: REFERENCES—CLIENT REFERENCES

South Piedmont Community College, Fall 2004

Elaine Clodfelter, Vice President for Student Success

PO Box 126, Polkton, NC 28135

Polkton, North Carolina, Fall 2004

eclodfelter@spcc.edu or 704/272-5302

SEM WORKS conducted an audit of existing enrollment management operations for South Piedmont Community College in Polkton, NC, which included a review of institutional trend data, competitor information, survey data, publications and Web sites, strategic plans, enrollment plans, organizational charts, and related documents

"Jim Black and SEM WORKS performed an audit of the enrollment management operations for South Piedmont Community College. Dr. Black's work was exceptional. The analysis was insightful, detailed and comprehensive. Of equal importance was Jim's understanding of the nuances of marketing a community college. He clearly understood our business. And his recommendations and strategies were customized, not 'boiler plate.' Dr. Black and the SEM WORKS staff exceeded our expectations."

Elaine E. Clodfelter, Vice President of Student Success

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PART 8: REFERENCES—CLIENT SUCCESS

Confederation College (two-year, Canada)

Bryan Ktytor, Director of Marketing, Communications and External Relations, and Kathy Kimpton, Director of Student Success and Registration

Enrollment Success:

- **Fall 2008 new student enrollment has increased 10.4% compared to fall 2007.**
- **Fall 2009 applications are up 14.3% and of those the first choice applications are up 19.5%.**
- **Fall 2009 application increase is the highest in the system.**

Cultural Shift:

- **All facets of the college are involved in enrollment management**

Community College of Baltimore County Maryland

Theresa Carr, Dean of Enrollment Management

Enrollment Success:

- **Summer session 2008 FTE is up 10% with and 8% growth in students;**
- **Fall 2008 FTE has increased 4% with a student head count increase of 6%.**

Quinsigamond Community College

Steve Sullivan, Vice President for Enrollment and Student Services

Enrollment Success:

- **Enrollment increased 2% from fall 2005 to fall 2006, and 7% from spring 2006 to spring 2007.**
- **The fall 2007 headcount and credits are the highest in the college's history. Compared to last fall, the headcount is up 10.55% and credits are up 11.20%.**
- **Since spring 2006, on average, the College's spring head count has grown by 12% and the FTE has increased by 12.9%.**



PART 9: CONTACT INFORMATION

Centennial College's key contacts at SEM WORKS are listed below. Dr. Jim Black will be your lead consultant, and Lynda Wallace-Hulecki your primary contact.

SEM WORKS

Dr. Jim Black, President/CEO

407 Pebble Ridge Court

Greensboro, NC 27455

E-mail: jblack@semworks.net

Toll Free: 800/494-3710

Fax: 336/644-7393

www.semworks.net

Primary Contact

Lynda Wallace-Hulecki

E-mail: lwallace-hulecki@semworks.net

Toll Free: 800/494-3710

Direct: 250/213-5119

Fax: 336/644-7393



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