

**HENRY FORD COLLEGE
OFFICE OF THE PRESIDENT**

BOARD REPORT

SUBJECT: Enrollment

I. Introduction

President Russell Kavalhuna recently shared an enrollment update with the campus where he wrote that although a robust enrollment is vital to Henry Ford College (HFC) being able to provide the financial resources to support our high quality academic services, it is important to remember that each data point is a person who is being provided the opportunity to improve their lives through education and training. We firmly believe our students and their families benefit from a certificate or degree from HFC and the College's effort toward enrollment management support this belief by filtering our actions through the following question: "what serves students best, and what are we willing to do about it?" His email talked about the college-wide focus on enrollment and student retention, leading to a culture of optimism and teamwork, and valuable one-to-one connections with students and prospective students.

The good news shared by President Kavalhuna in his email reported that HFC's credit hours increased by 1.48% over the prior Fall semester. This increase is the first increase in Fall enrollment since 2011 and HFC is the only community college in Michigan of comparable or larger enrollment to see an increase this Fall.

This increase was a campus-wide effort, and a lot of dedication by faculty and staff, to serve our students and each one of them should be congratulated. This report will describe the work which is being done campus-wide to bring about the positive impact on enrollment.

II. Fall 2019 Enrollment

Headcount vs. Credit Hours

Many colleges will quote their headcount as a measure of their enrollment standing and headcount is important for several reasons. It is the easiest measure for the general public to understand. Second, it can be a measure of how positively the community views the college and the number of lives being served at the institution.

Credit hours are important to a college's fiscal health, especially at a college such as HFC where tuition and fee income is a major contributor to the College's budget. When credit hours increase while head count remains stagnant or slightly drops it is an indication that enrolled students are taking more credit hours toward their degree. This issue will be further discussed later in this report.

Headcount Fall 2018 and Fall 2019

The figures cited in this report are unduplicated headcount for credit classes only. The term “general college” refers to students who are not enrolled in any dual enrollment program. The general college and dual enrollment numbers from Fall 2018 and Fall 2019 are as follows:

		Fall 2018	Fall 2019	Change
Unduplicated Credit Headcount	General College	10,641	10,701	+0.56%
	Dual Enrollment	2,060	1,971	-4.32%
	TOTAL	12,701	12,672	-0.23%

In general, new student numbers are trending upward with applications up by 4.20% and new registered students up by 6.72%. HFC is down 29 total students in total headcount with 89 of those students being dual enrollment, but as you will see in the next chart, the number of credit hours generated in dual enrollment is up overall.

Credit Hours Fall 2018 and Fall 2019

The credit-hour numbers from Fall 2018 and Fall 2019 are as follows:

		Fall 2018	Fall 2019	Change
Credit Hours	General College	96,723	98,146	+1.47%
	Dual Enrollment	13,534	13,720	+1.37%
	TOTAL	110,257	111,869*	+1.46%

**includes 3 credit hours posted in WFPD*

The larger increase in credit hours over the slight decline in headcount may be explained in several ways:

- students are taking courses which require more than three credit hours to complete, such as a science or math course which increases their credit hours without increasing the number of courses they are taking; and,
- students are taking more credits per semester in order to complete their certificate or degree at HFC in fewer semesters

HFC has not actively worked with students to increase the number of credit hours to take each semester, but this discussion has begun in several areas, including with the SEM Chairs. A study funded by the Lumina Foundation determined that advisors who think they are helping students by recommending students ease into college and take fewer credits determined that most students who start slow do not pick up the pace. The study found students who take 15 credit hours, instead of 12, their first semester are more likely to graduate than those who only take 12. Obviously, not all students are equipped to successfully complete 15 hours, but the students who are should be encouraged to do so.

Activities That Contributed to Fall 2019 Enrollment Increase.

Enrollment increased because of the hard work of everyone who worked with a student. There is no “silver bullet” or one idea which caused the change, rather it is a cumulative effort of many smaller changes. Each one of these activities is either a new or improved activity over what previously was provided on campus.

Listed below are activities and projects from all areas of the College which contributed to the increase in enrollment for Fall 2019;

1. Fourth, earlier de-registration thereby allowing students and HFC team members to work through the financial aid and enrollment processes;
2. Fast Track Fridays (Fast Track Orientation, Advising and Enrollment Process);
3. Phone Call Campaigns to Students at various stages of the enrollment process;
4. Academic Advising and Enrollment Services collaborated to pre-plan students' courses;
5. Off-Site Placement Testing offered to high schools;
6. E-mail and postcard campaign to Stop Out students;
7. Email and postcard campaign to students at various stages of the enrollment process;
8. Career Focus magazine "personalized enrollment" advertisement;
9. Super Saturday-excellent turnout and results;
10. Parent and Family Orientation;
11. Increased collaboration and communication between Academic Affairs and Student Affairs;
12. New majors in Liberal Arts allow students to see the value of remaining at the institution much longer before transferring;
13. Writing Center provides additional academic support, which appears to retain students;
14. Lead instructors in several programs were provided with lists of students to call;
15. Increased sections in high-demand classes such as ENG 131 and MATH courses;
16. The efforts of the Marketing and Communications office; Some of these include personalized, aspirational Fall advertising campaign in support of enrollment, which included all major media channels

Activities Directed at Student Retention

HFC recognizes the need for continued development of activities designed to support student retention and lead to credential completion. In addition to on-going customer service training provided in Student Services, described later in this report, the following are student-retention activities:

1. Utilization of the new Early Alert System being piloted in the Fall 2019 in the School of Liberal Arts (SOLA) and to be rolled out to the entire campus in Winter 2020;
2. Encouraging seamless transfer of students from one area to another;
3. Continue the use of a fourth de-registration that allows students and team members to work on financial aid and enrollment issues;
4. Contact students who miss on-campus appointments;
5. Continuously monitor waitlists in order to keep students engaged in their academic progress;
6. Work on developing year-round academic scheduling; and
7. Have all students utilize Student Planning and plan their programs out for their entire degree

III. Strategic Enrollment Management (SEM)

Many of the efforts in this report are due to the unique collaboration between academics and student affairs at HFC in our Strategic Enrollment Management Team. In the Fall of 2018, the planning for the Strategic Enrollment Management Team was developed and a presentation was given to the Trustees during the Board Retreat last winter.

SEM is co-chaired by Dr. Jennifer Ernst, Dean of the School of Liberal Arts and Holly Diamond, Executive Director of Enrollment Services and Registrar. While most institutions that create a Strategic Enrollment Management Team tend to create the plan first and then begin working on specific issues, Dr. Ernst and Ms. Diamond felt that HFC's SEM Team needed to begin addressing issues that impact the volatility of enrollment and simultaneously introduced sub-teams to focus on these issues.

SEM at HFC has found collaboration through their innovative Core Team design. Four faculty members and five administrators from across campus serve on the Core SEM Team.

This Core Team has reached out to include 28 additional faculty, staff and community members to serve on the SEM sub-teams. In addition, the Core Team has responded to 10 recommendations received from faculty and staff through the interactive SEM web page.

Each SEM Sub-Team includes at least one Core Team member and is given a specific mission, time frame and deliverable. Listed below are the various Sub-Teams and their responsibilities:

Sub-Teams Expected Deliverables Fall 2019

1. Revision of the 7 Steps to Enrollment:

- reviewing how the 7 Steps to Enrollment (Appendix A) can better serve different student populations;
- will have final recommendations and tactics for implementation early in the Fall 2019 semester; and,
- changes will improve service and provide more efficiency for individual students, removing barriers to enrollment at HFC

2. Focus on 45 Team:

- providing careful analysis of students who have earned more than 45 credits to assist these students in completing their credentials;
- coordinates two initiatives: Degrees When Due and Detroit Drives Degrees to ensure coherent communication and efficient use of campus resources to address completion;
- a sample size of 800 student transcripts has been evaluated and under the new catalog, 228 students will be eligible for a degree; and,
- the Team will continue to evaluate the students and move forward with notification that they have met the degree requirements, with the goal of awarding degrees throughout the Fall 2019 semester

Sub-Teams Ongoing Projects

1. Adult Student Population Team:

- this team is examining considerable data to help SEM better determine how to best serve the adult student population at HFC because this population is currently underserved by many areas of the college;
- this team is providing some of the thinking behind the revision of the 7 Steps and changes in how the college communicates with adult students; by better

- understanding what programs these students are entering and how they manage their education processes, the college can provide better scheduling, preferred learning methods, and better connect adult students with programs that specifically serve their interests; and,
- the sub-team will continue to make recommendations based on their research in this area

2. Latinx Student Population Team

- this team is focused on examining ways to better serve the Hispanic community in populations ranging from adult students to dual enrolled students;
- the goal is to bring the Hispanic population at HFC more in line with the demographics of the surrounding community; currently, it is quite a bit lower than that community;
- the team is reviewing its service to area high schools with large Hispanic populations and has nearly full participation in Discover Day where previously only one high school participated, easily quadrupling the Hispanic population that will learn about HFC;
- another part of the sub-team is working with SER Metro-Detroit and other community service organizations to better serve adult students with programs and schedules that meet their needs; and,
- the team is currently evaluating the potential before determining a new enrollment goal

3. Displaced Students from Other Institutions/Transfer Team:

- this team originated to assist the students displaced from the Baker College closures; it has grown in scope to recognize that there is a need for transfer services programs for prospective students; and,
- the team will be hosting several programs, inviting students to the College to learn about our offerings, as well as having the service of on-site credit evaluation complete

Sub-Teams New for 2019-2020

1. Scholarship Team: This is a new team that is being developed to enhance the communications with students regarding the scholarship process.
2. Optimal Enrollment Team: This team is designed to evaluate and develop the Optimal Enrollment Point for the College that will allow the institution to not only be sustainable, but to grow in the future.

This target was established in the 2016 College Scorecard as 14,500 students. However, those targets were set in a different context and under different funding conditions for the college, primarily higher levels of state funding.

The SEM Team has taken on the task of re-evaluating the optimal enrollment target and using several data points to help it determine what is optimal. For its first year, the Team has decided to make financial sustainability its primary guiding force in setting the optimal enrollment point. As the Team is analyzing this target, it is considering a number of data elements:

Assumptions used to develop the Optimal Enrollment Point:

- student mix of part-time and full-time will remain constant;
- student mix of in-district and out-of-district students will remain constant;
- Fall to Fall retention increases by 20% to meet HFC stretch goal; and,
- student financial aid needs will remain constant

As the team becomes more sophisticated in its understanding of enrollment and data, it will add the following elements to its calculation of the optimal enrollment point:

- areas where students may be better served with an eye toward building in that additional expense;
- capacity of programs and course sections to determine when most college programs reach saturation in enrollment; and
- determining at what point additional students must result in added personnel expense; for example, how many new students should trigger an additional employee in the Testing Center?

Once the Team has had the opportunity to fully analyze these data points, they will recommend the optimal enrollment point to the Cabinet for Fall 2020.

Additional Deliverables for 2019-2020

Strategic Enrollment Plan - The team expects to complete this and reveal before the end of Fall 2019.

Faculty and staff forums to discuss and revise plan - These will be convened once the Strategic Enrollment Plan is in completed draft form.

IV. Student Services Training Committee

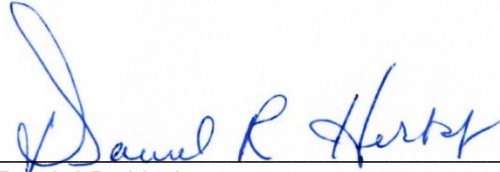
The Student Services Training Committee began its work in Fall 2018 in response to the many concerns about the services students received at the front door of the campus, i.e., the Welcome Center. The training committee consists of managers and frontline staff who work to fulfill the professional needs of the staff. The training provided has contributed to a greater sense of collaboration and has increased staff morale. One of the trainings dealt with the simple concept of treating students and their parents as you want to be treated when you go somewhere for service.

Following the Fall 2019 registration period, the Training Committee conducted a debriefing of the Student Services Staff and determined what worked and where improvements are possible for Fall enrollment. The staff provided 57 ideas to each of the questions of “what went well” and “what we should work on”.

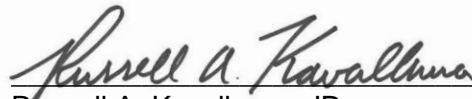
The last question was a request for staff to suggest how to improve the Winter 2020 enrollment period. The Student Services Training Committee has chosen two suggestions, to add an additional Super Saturday in November and to conduct a telephone outreach to students who had registered for Fall but who did not enroll.

V. Conclusion

The enrollment increase for Fall 2019 was the outcome of hard work and dedication from the entire campus. The College feels we have just scratched the surface in increasing enrollment. The hard work is ahead of us.



Daniel R. Herbst
Vice President of Student Affairs



Russell A. Kavalhuna, JD
President

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BID AWARD

SUBJECT: Used Bucket Utility Truck
Sealed Bid #20485

The faculty of the Workforce and Professional Department request a contract for the purchase of one (1) Used Bucket Utility Truck. Since Fall 2017, Henry Ford College and DTE Energy have worked with selected students through the Power and Trades Pathways program. This program trains students for high-demand job roles within the energy sector and skilled trades – examples include: Overhead Line Worker, Underground Cable Splicer, Electric Field Operations Service Representative, and Substation Electrical Maintenance. The Bucket Utility Truck will be used exclusively for instructional purposes in the HFC Power and Trades Pathways programs. It will support overhead lineman courses, pole climbing assessment workshops, and a planned commercial driver's license (CDL) course that individuals in the program will be encouraged to take. DTE Energy Grant dollars provide 100% of the funds for this purchase.

The College invited bid submissions under Sealed Bid #20485. The bid responses appear below.


Altec NUECO	\$47,900
Altec Industries Inc	No Reply
Custom Truck One Source – Jackson	No Reply
Diehl's Truck Sales	No Reply
Great Lakes Equipment & Truck Sales	No Reply
Hes Equipment/A&B Farms	No Reply
Penske	No Reply
Sunrise Equipment	No Reply
Versalift Midwest	No Reply

RECOMMENDATION:

The College administration recommends a contract award to Altec NUECO, LLC for \$47,900.00 for the purchase of one (1) 2009 International 4400 Bucket Utility Truck with an articulating two-person lift as requested by the Workforce and Professional Department, in accordance with the specifications of Sealed Bid #20485.



John S. Satkowski, JD
Vice President of Financial Services



Russell A. Kavalhuna, JD
President