



RIO SALADO COLLEGE

A MARICOPA COMMUNITY COLLEGE

College Strategic Enrollment Management Plan

2024 - 2027

Founded as the college without walls in 1978, Rio Salado College has been an innovator and leader in higher education for more than 45 years, serving the diverse needs of traditional and non-traditional students. Over the last several years, Rio Salado College, like many institutions, has faced a tidal wave of change. Additionally, significant changes within the state of Arizona, including the adoption of bachelor's degrees at the community college level, have created new opportunities for the college that must be considered in our planning process.

As the higher education landscape and the world, in general, continue to evolve, Rio Salado College can draw strength from our purpose to “provide high-quality, flexible and accessible education to empower individuals, foster partnerships and strengthen communities,” which serves as a focal point for the college, plan, and employees. Together, we are confident that our continuing ability to empower learners everywhere through innovative education will drive our collective success.

Plan Structure & Terminology

The [Systemwide Strategic Enrollment Management \(SSEM\) Plan](#) leverages the terminology used in the Maricopa Community College Strategic Plan, [Excellence 2026](#). College SEM (CSE M) Plans should consider adopting a similar plan structure.

Strategies

The Big Picture

Goals

The What

Activities

The How

Milestones

Targets to Organize the Efforts

KPIs

To Track and Measure Success

Strategy 1

Streamline the Experience Student Ready Solutions for All

College Goal 1.1:

MCCCD attracts, recruits, engages, and enrolls more students.

KPI 1.1.A:

Increase annual new-to-Rio student enrollment (headcount) from 7,628 to 9,510 (+25%) by June 30, 2027.

KPI 1.1.B:

Increase the percent of underserved prospective students applying to Rio out of total applicants from 63% to 73% by 6/30/27 through targeted marketing initiatives and campaigns.

Activity 1.1.A:

Identify and achieve college-determined optimal enrollment targets for first-generation and underserved student populations.

- **Milestone 1.1.A.1** Increase the percentage of African American and Hispanic/LatinX prospective students applying to Rio out of total applicants from 45.4% to 49.0% by 6/30/25 through targeted marketing initiatives and campaigns.
- **Milestone 1.1.A.2** Increase the total number of “applications completed” through CRM campaign leads between 7/1/2024 - 6/30/2025 by 15%
- **Milestone 1.1.A.3** Increase BAS in Public Safety Administration Degree Enrollments from our LET population by collaborating with Student Engagement and Recruitment Team (SERT) by 5% by 6/30/2025.

Data Notes for KPI 1.1.A

- Limited to only new-to-Maricopa students who are also new to Rio
- Includes all admit types except for “Attending High School”
- Does not include re-admits to new programs
- **Data source:** <https://dashboards.maricopa.edu/#/views/MCCCDStudentPipeline-Dashboard-AggregateOutcomes/ConversionRates?iid=1>

Strategy 2

Optimize Student Success Remove Barriers

College Goal 2.1:

MCCCD retains and supports students to reach their academic, personal, and/or professional goals.

KPI 2.1.A:

Increase annual retention rates from 23% to 33% (+10%) by June 30, 2027.

KPI 2.1.B:

Increase retention rates of first-time, credential-seeking students from 36% to 46% by June 30, 2027 (HLC benchmark).

Activity 2.1.B:

Identify and achieve college-determined optimal retention rates while decreasing equity gaps.

- **Milestone 2.1.B.1** Increase the Fall 2024 to Spring 2025 pre-enrolled one week prior to block start date from 35% to 40% for assigned students by June 30, 2025
- **Milestone 2.1.B.2** Expand the number of educational experiences and opportunities from 18 to 30 to engage more students in student life, co-curricular and extracurricular events, supporting their academic, personal, and professional goals.
- **Milestone 2.1.B.3** Decrease Guild percentage from 31% (Fall 2023) to 25% by 8/1/2025

Data notes KPI 2.1.A:

- Calculates percentage of students who were re-enrolled one year after initial term of entry (excluding those who completed and/or transferred)
- Includes both first-time students and those with prior higher ed experience (KPI 2.1.A)
- Includes students who entered into either Fall or Spring semesters (KPI 2.1.A)
- **Data source:** <https://dashboards.maricopa.edu/#/views/STUDENTOUTCOMES/StudentOutcomes?.iid=3>



Strategy 3

Committed to Completion Mission Accomplished

College Goal 3.1:

MCCCD graduates and transfers more students.

KPI 3.1.A:

Increase annual graduation/transfer rates from 16% to 22% (+6%) by June 30, 2027.

KPI 3.1.B:

Increase graduation rate within 150% of normal time for first-time, full-time students from 8% to 22% by June 30, 2027 (HLC benchmark).

Activity 3.1.A:

Identify and achieve college-determined optimal completion rates while decreasing equity gaps. Increase graduation rate within 150% of normal time of first time, full-time students from 7.72% to 22% by June 30, 2026.

- **Milestone 3.1.A.1** Increase the number of credentials earned by Community Development students through Integrated Education and Training, HSE diplomas, and Postsecondary Academic pathways from 35% to 40% by June 30, 2025.
- **Milestone 3.1.A.2** Increase the exploration of multi-year grant opportunities that impact student success/goal attainment from 20 to 35 by June 2025.
- **Milestone 3.1.A.3** Increase completion for credential-seeking students from 24.5% (2828 of 11,542) to 30% (~3463 of 11,542) by June 30, 2026.

Data notes KPI 2.1.A:

- Calculates percentage of students who completed and/or transferred within 3 years of entry into the college (KPI 3.1.A)
- Includes both first-time students and those with prior higher ed experience (KPI 3.1.A)
- Includes credential-seekers and supplemental students (KPI 3.1.A)
- Includes students who entered into either Fall or Spring semesters (KPI 3.1.A)
- **Data source:** <https://dashboards.maricopa.edu/#/views/STUDENTOUTCOMES/StudentOutcomes?.iid=3>

