KENNEDY-KING COLLEGE

STRATEGIC ENROLLMENT MANAGEMENT PLAN
SNAPSHOT SUMMARY
2019-2022

Inspiring Innovation for Equity and Impact
KKC SEM Snapshot Summary

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Executive Summary

Kennedy-King College (KKC) formed a Strategic Enrollment Management (SEM) Planning Advisory Committee (SEMPAC) to create the first SEM Plan in the history of the campus. SEMPAC represents a diverse cross-section of the campus community, comprised of faculty, staff, administrators, and students. The results of that transparent and inclusive collaborative effort are illustrated in the KKC SEM Plan.

The SEM Plan represents Kennedy-King College’s commitment to moving the campus forward by fostering excellence in teaching, learning, scholarship, student-centeredness, and civic engagement through an equity lens. As Kennedy-King College embarks on its 50th anniversary, the campus looks ahead to a changing landscape in higher education as new global and local realities take shape. Some of the challenges that KKC faces include demographic and population shifts, increased competition for students, and unprecedented patterns of declining state funding support.

The future of the next generation depends on its ability to educate, empower, and expose students and the community to the tremendous resources available at KKC for meeting the changing workforce needs of tomorrow. KKC will tackle this endeavor while serving students who have the highest rate of food insecurity, housing insecurity, and homelessness in comparison to students enrolled in any of the other City Colleges of Chicago (#RealCollege Survey 2018-19).

The urgency for this SEM Plan is in direct response to declining enrollment, retention challenges, and issues of educational equity that our campus currently faces. KKC has a responsibility to chart a new path with simple but significant goals in mind:

KKC Strategic Goals

I. Enhance Marketing Outreach and Brand Awareness to Improve Recruitment and Enrollment Growth

II. Promote Optimum Student Access, Retention, Completion, and Equity

III. Cultivate Community Engagement and Leverage Corporate Partnerships

IV. Diversify Funding Sources while Maintaining Fiscal Prudency

This KKC SEM plan focuses on equity and inclusion to support shared responsibility and accountability for enrollment. The SEM Plan is a living document that is designed to be reactive to shifting environmental factors, such as funding, demographic changes, or unanticipated enrollment variations.
Introduction

The SEMPAC included representation from key stakeholder groups and was charged with providing input and recommendations to the president and cabinet-level leadership regarding planning and the implementation of SEM strategies and goals. The SEMPAC focused on developing and implementing best practices so that KKC can become more efficient and strategic in enrolling and retaining students. The KKC SEM planning process is aligned with the College’s mission, vision, and strategic priorities, demonstrating the College’s strong commitment to integrated planning and long-term institutional effectiveness.

Colleges and universities across the country are embracing and practicing strategic enrollment management to improve student enrollment and retention, but in response to the increased demand for public accountability in higher education. Strategic enrollment management planning can provide an essential roadmap for an institution’s enrollment, retention, and overall fiscal viability. These SEM objectives are accomplished by analyzing and evaluating programs and processes involving each stage of the enrollment funnel, including how student interactions are processed. KKC must seek to develop and foster a campus culture that not only collects data, but also is informed by data, and uses that data to understand trends to drive strategic responses. Consequently, the data then guides decision-making that aligns with our mission and values while allowing us to adapt to the emerging needs, demands, and shifts of the current higher education landscape.

The SEM Plan will help KKC navigate the complex challenges of an ever-changing and competitive higher education market with intentionality for the future of our college. The SEM process can position KKC to continue to compete in today’s complex and shifting postsecondary environment.

Commitment to Equity and Inclusion

Kennedy-King College has a commitment to equity and inclusion to ensure the success of every member of our diverse student population. The importance of the work at KKC goes beyond our classrooms and beyond our local community. KKC serves as an indispensable asset in the region to increase and preserve access to higher education, particularly for students of color, low-income students, and those from other historically underrepresented backgrounds. As a Predominantly Black Institution (PBI), KKC prepares students who may not otherwise have access to higher education for workforce and transfer opportunities.

Kennedy-King College was diligent and deliberate in our Strategic Enrollment Management planning process to embed student equity and inclusion into all aspects of our SEM goals, priorities, and targets. The KKC SEM Plan identifies if there is an equity impact on the strategies and action items across the student life cycle.

Equity and Inclusion Goals

- Foster Student Access and Success
- Enhance Financial Literacy and Affordability
- Build a Collaborative and Inclusive Culture
Kennedy-King College’s SEMPAC Mission, Priorities & Planning Process

SEMPAC Mission

To develop and implement a comprehensive, college-wide three-year SEM plan and framework for Kennedy-King College.

SEMPAC Priorities

The Seven Phase SEM Planning Model

Developing KKC’s SEM Plan included a seven-phase planning model as visualized below:
Kennedy-King College’s Data Trends Summary

Student Profile Snapshot
Increasingly female and African American
Increasingly older and part-time

Area Population Trends Snapshot
Increasing Latinx population
Losing population in Englewood
Declines in African American residents in the service area
Increase in adult households without children in the service area

Area Social Economic Trends Snapshot
Increasing rate of food insecurity, housing insecurity, and homelessness
A substantial number of residents without a computer and access to the internet
Increasing number of individuals not in school and not working, also termed “Opportunity Youth.”

KKC Pathway for Student Access, Retention, Completion, and Equity

Following an extensive evaluation and analysis of internal and external data, strategies, and action steps, the KKC SEM Plan used The Loss and Momentum Framework as adapted from Completion by Design. The model was developed via the efforts of leading community college SEM leaders. The Center for Community College Student Engagement (CCSSE) Study makes it very evident that an engaged student is a successful student. The Loss and Momentum Framework is an institutional student engagement approach wherein the college develops and implements strategies to intentionally connect with prospective students from the very first entry point through college completion.

KKC Access and Success SEM Pathway Model
KKC adopted The Loss and Momentum Framework as the conceptual guide to develop and implement the KKC SEM Plan and the creation of the College’s Access and Success Pathways Model.

The use of The Loss and Momentum Framework will help the College meet the SEM needs and the development of the KKC Access and Success Pathway Model (see below).
## Kennedy-King College Access and Success Pathway Model

### Momentum Strategies

<table>
<thead>
<tr>
<th>Marketing</th>
<th>Recruitment</th>
<th>Matriculation</th>
<th>Persistence</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Connection</strong></td>
<td></td>
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</tr>
<tr>
<td>Work with the District Marketing &amp; Communications Department to develop a KKC integrated marketing plan to increase brand awareness and brand identity.</td>
<td>Work with the District Marketing &amp; Communications Department to develop effective communications plans for prospective students at each stage of the enrollment process.</td>
<td>Increase enrollment of traditional high school students by promoting the Chicago Star Scholarship program.</td>
<td>Work with the District Marketing &amp; Communications Department to promote registration term to term early and provide incentives to students who take action.</td>
<td>Maintain mandatory “intrusive” advising for all students from 0-60 hours.</td>
</tr>
<tr>
<td>Work with the District Marketing &amp; Communications Department to develop a college-level recruitment view book that provides a general overview of all programs, including centers of excellence.</td>
<td>Create a robust visit program for students to tour, meet current students, and learn more about KKC.</td>
<td>Increase the number of Student Ambassadors to help new students navigate the enrollment process.</td>
<td>Work to leverage technology to increase real-time feedback and student-centered learning.</td>
<td>Identify policy and process barriers that affect student completion.</td>
</tr>
<tr>
<td>Work with District Marketing &amp; Communications Department to enhance social media marketing and brand awareness with a digital marketing and social media plan.</td>
<td>Conduct consistent Open House programming to promote KKC.</td>
<td>Develop on-going counseling efforts to help prospective students begin the application process through to enrollment.</td>
<td>Develop a Peer Advising model with current students to support more students from targeted populations.</td>
<td>Increase Learn and Earn programs that combine credential attainment and work experience in the field of study toward career pathways.</td>
</tr>
<tr>
<td>Work with District Marketing &amp; Communications Department to improve outreach to target markets including adults (non-GED), Latinx populations, veterans, returning citizens, centers of influence (i.e., counselors and parents).</td>
<td>Work with CPS and other high school stakeholders to better align high school counselor outreach with campus activities.</td>
<td>Create a Mandatory Orientation program for all first-time, full-time students.</td>
<td>Develop a more tailored recruitment experience and awareness of our programs to serve adult students better.</td>
<td>Develop reverse transfer articulation agreements with four-year colleges and universities to award degrees retroactively for students who leave without an associate degree, providing them with an advantage in the workplace.</td>
</tr>
<tr>
<td>Work with District Marketing &amp; Communications to strengthen campus visibility in the community with strategic marketing assets.</td>
<td>Work with District Marketing and Communications to build a more tailored recruitment and admissions experience with a focus on serving students and families.</td>
<td>Maintain an “intrusive” advising model for students in the first 0-30 credit hours.</td>
<td>Work with District Marketing and Communications Department to increase Early Alert usage to monitor and share student progress before the end of the term with relevant campus stakeholders.</td>
<td>Build partnership opportunities with various industry leaders to provide internship and apprenticeship experiences for our students.</td>
</tr>
<tr>
<td>Work with District Marketing &amp; Communications to create a robust cadence of marketing collateral for each stage of the enrollment funnel.</td>
<td>Create recruitment programming in the evening, on-site at schools and non-profit organizations to make it easier for students to get started.</td>
<td>Develop a more tailored recruitment experience and awareness of our programs to serve adult students better.</td>
<td>Work with the District Marketing &amp; Communications Department to develop intentional marketing efforts to promote the further education of students who receive certificates from KKC.</td>
<td>Support efforts for website review and content management.</td>
</tr>
<tr>
<td>Work with District Marketing &amp; Communications to increase strategic marketing of the college, academic programs, and student engagement across multiple media platforms to include:</td>
<td>Work with District Marketing and Communications Department to increase awareness of the KKC application process, testing requirements and ways to pay (i.e., Financial aid, payment plans).</td>
<td>Increase student engagement opportunities during “Welcome Week.” Sponsored by SGA.</td>
<td>Increase scholarship opportunities to assist students who have difficulty enrolling due to financial barriers.</td>
<td>College will take active steps to declare eligibility for graduation.</td>
</tr>
<tr>
<td>Social media,</td>
<td>Increase partnerships with organizations and non-profit stakeholders that serve target populations.</td>
<td>Develop on-going FAFSA workshops for new and returning students to apply and complete financial aid.</td>
<td>Increase partnership opportunities with social service agencies to support students dealing with:</td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td>Work with the Marketing &amp; Communications Department to develop brand identity standards about the value proposition of a KKC education.</td>
<td>Develop on-going workshops to assist students who are selected for verification by the US Department of Education to understand the steps needed to complete the process.</td>
<td>• Food Insecurities</td>
<td></td>
</tr>
<tr>
<td>Bus Ads</td>
<td>Increase targeted population recruitment.</td>
<td>Create a robust mentoring program to support first year students in their transition to college.</td>
<td>• Homelessness</td>
<td></td>
</tr>
<tr>
<td>Digital E-Boards</td>
<td>Examine the efficacy of the Qnomy ticketing system.</td>
<td>Redevelop the college success course to better serve and support new students in their successful transition to college.</td>
<td>• Housing Insecurities</td>
<td></td>
</tr>
<tr>
<td>Digital Platforms at “EL” stops on Red &amp; Green line</td>
<td></td>
<td>Build a seamless bridge from Adult Education to both Continuing Education and Credit programs.</td>
<td>• Mental Illness</td>
<td></td>
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<tr>
<td>TV</td>
<td></td>
<td></td>
<td>• Environmental Trauma</td>
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<tr>
<td>Mobile Media (Xfinity mobile Direct TV</td>
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<tr>
<td>Music streaming platforms: Spotify, Pandora, Iheart radio</td>
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## Goal I: Strengthen Student Access and Retention at Kennedy-King College

**Overall enrollment increase of 3% by 2022**  
**Overall retention increase of 5% by 2022**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Year One</th>
<th>Year Two</th>
<th>Year Three</th>
<th>Equity Impact</th>
<th>KPI</th>
</tr>
</thead>
</table>
| Strategy 1a  
Develop a New First Year Experience program for all first time full and part-time students. | Revamp and Realign a Mandatory New Student Orientation Program | Revamp College Success Course for supportive meaningful transition to KKC | Expand Early Alert monitoring to track student progress prior to end of term. | ✓             | Increase term-to-term retention rate of new students.               |
| Strategy 1b  
Improve retention of males of color | Develop a new male success initiative at KKC to support and nurture men of color. | Increase the number of workshops/programming geared toward males of color. | Increase mentoring of men of color through increased partnerships with established mentoring organizations | ✓             | Increase retention of men of color term to term                    |
| Strategy 1c  
Increase wrap around services for students dealing with social service challenges | Develop and expand KKC Food Pantry to assist students with food insecurities | Develop a KKC Farmers Market program that occurs weekly by collaborating with Growing Home local Englewood farm. | Develop robust partnerships with service organizations to address: childcare, homelessness, food insecurities, environmental trauma, and mental health | ✓             | Eliminate at least one social barrier to students completing school. |
| Strategy 1d  
Develop an intrusive advising model to support student access and success | Develop a program pathway pledge to assist students with defining their goals and aspirations and staying on track. | Develop a Peer Advising Program to engage students in relevant discussion for reenrollment. | Integrate ECMC Project Success tools to assist students with staying on track. | ✓             | Increase term to term retention and time to degree                  |
| Strategy 1e  
Develop robust new faculty development to support classroom pedagogy and teaching standards. | Assure that all new faculty are supported in a training series that introduces teaching methods and practices. | Assure that new faculty assessments are integrated into FDW to support classroom engagement |                                                                        | ✓             | Increase year to year Community College Survey of Student Engagement (CCSSEE) benchmark on Student-Faculty Interaction. |
# GOAL 2: Expand Academic Offerings

**Goal II: Expand Academic Offerings at Kennedy-King College to serve as an Intellectual, Cultural and Workforce Hub**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Strategy 2a</strong></td>
<td>Increase targeted promotion to Latinx adult and high school students for Spanish Culinary Arts program</td>
<td>Increase targeted promotion to adult population to build more awareness of Baking and Pastry program</td>
<td>Create intentional partnership with industry partner to develop a signature Hospitality program with hotel suite build out and design.</td>
<td>✓</td>
<td>Increase enrollment capacity for WCHI</td>
</tr>
<tr>
<td><strong>Strategy 2b</strong></td>
<td>Increase capacity within the Center of Excellence for Washburne Culinary &amp; Hospitality Institute (WCHI)</td>
<td>Explore program capacity for evening and weekends course within DTI</td>
<td>Decrease barriers for completion by providing scholarship to students who may stop out.</td>
<td>✓</td>
<td>Increase overall enrollment and placement at DTI</td>
</tr>
<tr>
<td><strong>Strategy 2c</strong></td>
<td>Develop new focus on the Creative Arts (CECA)</td>
<td>Build infrastructure for CECA-related programs for academic approval process.</td>
<td>Establish industry-related partnerships to support the Center.</td>
<td>✓</td>
<td>Increase Credit enrollment to 60 new students within first year of CECA (40 FT and 20 PT)</td>
</tr>
<tr>
<td><strong>Strategy 2d</strong></td>
<td>Develop new IT Innovation Hub programs to support program expansion</td>
<td>Build physical infrastructure to support new IT Innovation Hub.</td>
<td>Establish industry-related partnerships to support the Hub’s growth and development including an Advisory Board.</td>
<td>✓</td>
<td>Increase number of students enrolling in IT-related programs to bridge the digital divide.</td>
</tr>
</tbody>
</table>
Goal III: Increase Marketing, Brand Awareness & Recruitment Efforts as Kennedy-King College

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 3a.</strong></td>
<td>Develop a Brand Identity for targeted audiences.</td>
<td>Develop key marketing priorities</td>
<td>Create intentional partnership with industry partner to develop a signature Hospitality program with increased marketing and brand awareness.</td>
<td></td>
<td>Increase campus visibility in the community with strategic marketing assets. Decrease the number of students dropped for non-payment</td>
</tr>
<tr>
<td></td>
<td>Establish a marketing budget</td>
<td></td>
<td>Integrate “Ways to Pay” promotion into enrollment cadence for new and returning current students. Integrate ECMC tools within student enrollment experience to assist with literacy.</td>
<td></td>
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<tr>
<td></td>
<td>Work with Marketing to develop a “Ways to Pay” campaign to help promote financial literacy</td>
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<tr>
<td><strong>Strategy 3b</strong></td>
<td>Work collaboratively with CPS schools with high concentration of Latinx students.</td>
<td>Outline an awareness communication strategy from point of interest to enrollment</td>
<td>Develop a college-level recruitment plan with calendar of events for the year.</td>
<td>✓</td>
<td>Increase recruitment efforts targeted at Latinx student population. Increase outreach efforts targeted at under-employed and un-employed adults. Target opportunity youth “16-24”</td>
</tr>
<tr>
<td></td>
<td>Develop promotion to centers of influence in the community geared toward adult (credit) population.</td>
<td>Create on-campus information sessions targeted at adult population that occurs in the evening and weekends.</td>
<td>Develop a self-guided tour manual as well as a virtual tour experience to support students learning more about KKC programs. Integrate a fully functional CRM to communicate from point of inquiry to enrollment.</td>
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</tr>
<tr>
<td><strong>Strategy 3c</strong></td>
<td>Using Workforce Equity grant funds, build awareness through print digital and social media promotional collateral highlighting the benefit of pursuing Workforce programs in Construction, HVAC, Automotive and IT related programs.</td>
<td>Build a digital awareness campaign via email to prospects who have not enrolled for past two years at KKC.</td>
<td>Have an annual short-term multi-platform campaign building awareness of existing KKC programs via print, web, and social media platforms</td>
<td>✓</td>
<td>Increase organic traffic to the KKC website and increase in new and returning student enrollment.</td>
</tr>
</tbody>
</table>
### Strategy 3d
Develop campus-level social media marketing strategy for both CTE and credit programs.

Outline annual social media calendar with corresponding content to build out a transparent social marketing strategy.

Manage analytics to support the efficacy of this strategy to increase student engagement.

Integrate social media plan into the marketing and recruitment plan for continuity.

- Increase followership and engagement with social content.

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## Goal IV: Cultivate and Leverage Community and Corporate Partnerships

### Overall enrollment increase of 3% by 2022

<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>Strategy 4a.</strong></td>
<td>Develop strategic partnerships with industry and corporate stakeholders</td>
<td>Create new and evaluate existing advisory boards to support Centers of Excellence and academic hubs that include WCHI, DTI, CECA and IT Innovation hub.</td>
<td>Increase experiential learning opportunities for KKC students with partners such as DuSable Museum, Cinespace Studios, Goodman Theatre, Hyatt Black, and FEMA</td>
<td>✓</td>
<td>Increase relevant corporate partnerships.</td>
</tr>
<tr>
<td><strong>Strategy 4b</strong></td>
<td>Increase partnerships with relevant social service organizations that can deliver wrap-around services for KKC students.</td>
<td>Develop intentional partnerships with organizations such as A Safe Haven for homelessness, Kennedy Forum for mental health, and Metropolitan Family Services for financial sustainability/literacy.</td>
<td>Create meaningful impact programming for both new and returning students</td>
<td>✓</td>
<td>Increase retention through reducing social economic enrollment barriers</td>
</tr>
<tr>
<td><strong>Strategy 4c</strong></td>
<td>Establish membership and meetings for the KKC CAC to gain advice from community members on strategic plans for the College.</td>
<td>Mobilize KKC CAC as a strategic force for change within Englewood and throughout the Southside.</td>
<td>Develop a cadence of meeting, topics and issues to address collectively.</td>
<td>✓</td>
<td>Increase brand awareness through community brand management</td>
</tr>
</tbody>
</table>

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**Goal IV: Cultivate and Leverage Community and Corporate Partnerships**

*Overall1 retention increase of 5% by 2022*
Goal V: Develop Equity and Inclusion Initiatives to Increase Quality, Access and Retention for our Students, Staff, and Community

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Year Three</th>
<th>Equity Impact</th>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 5a.</strong></td>
<td>Develop robust customer service standards that improve student experience across all service areas.</td>
<td>Develop college-wide service model that promotes quality service and staff accountability to our campus community.</td>
<td>Implement a campus-wide training for all staff on an annual basis to assure continuous improvement on our service standard.</td>
<td>Establish an employee recognition program that acknowledges staff who are delivering “Wow” service to our campus community.</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Strategy 5b</strong></td>
<td>Develop financial literacy workshops that assist students with completing the FAFSA.</td>
<td>Develop quarterly FAFSA workshops supported by telecounseling initiatives to new and returning students to encourage completion of the FAFSA</td>
<td>Create training tools for staff to support students at all service departments with answers to Frequently Asked Questions (FAQs)</td>
<td>Integrate ECMC Project Success tools into regular enrollment cadence for new and returning students to support financial literacy.</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Strategy 5c</strong></td>
<td>Increase outreach to special population students to learn more about options for enrollment.</td>
<td>Establish intentional recruitment for the following populations: first generation, Latinx, minority males, justice-involved youth, and veterans</td>
<td>Mobilize recruitment efforts to special populations who have non-traditional paths to college.</td>
<td>Develop feeder organizations, partnerships and pipelines for special population students.</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Strategy 5d</strong></td>
<td>Increase support to special population students.</td>
<td>Develop a Latinx Outreach Coordinator to support the growing targeted population.</td>
<td>Increase individual academic tutoring for gateway courses for targeted populations.</td>
<td>Develop engagement opportunities for KKC’s mostly female and part-time population to take one more class.</td>
<td>✓</td>
</tr>
</tbody>
</table>
Kennedy-King College is projecting a significant decline in credit enrollment in our one year scorecard, driven by a projection that 15% of students attempting to register will be dropped for failure to satisfy pre-term payment requirements for the Fiscal Year 2020.

However, KKC projects modest increases towards a 1.3% growth target per year equally which equates to roughly 124 new students by 2022 across all instructional areas before the impact of the payment deadline policy is applied.

We are projecting a 1.3% increase in the target for Fiscal Year 2021 and Fiscal Year 2022 totally a 2.6% increase over the next three years respectively.
**Credit Enrollment Target:** Overall, we project a 1.3% growth per year, including all instructional areas for the next three years based on various SEM initiatives. If efforts to mitigate the impact of the new PDS policy are successful and KKC can begin implementing key actions items derived from our SEM planning efforts, the college hopes it can improve on its floor target by 2% per year.

**Adult Education Target:** KKC's ADED enrollment has been trending down for several years. IET/CTE workforce model offerings will hopefully offset some of the continued decline projected by this trend. However, our projection for Adult Education is -10% by 2022. If KKC can begin implementing key action items derived from its SEM planning efforts, the campus hopes it can improve on its floor target by 2% per year to reduce the decline to 8% overall.

**Continuing Education Target:** KKC is projecting CE enrollment similar to FY19, with several new programs planned for implementation in fall and spring, offsetting the loss of CE classes that had been offered through the French Pastry School (typically 20-30% of KKC CE course enrollment).

If KKC can begin implementing key action items derived from its SEM planning efforts, the campus hopes it can improve on its floor target by 2%.
Kennedy-King Demographics

Population Trend

90.6% of residents speak English “very well” and 12.0% speak English & Spanish.

Racial/Ethnic Change, 2012-17

- Other: 11,669
- Hispanic: 51,180
- Asian: 26,400
- White: 41,836
- Other: 11,669

Hispanic: -17,106

White: -87

Citizenship Status

2012 | 2017
--- | ---
U.S. Citizen | 86.9% | 88.0%
Naturalized Citizen | 5.1% | 4.4%
Not a U.S. citizen | 8.1% | 7.6%

Population by Age Group — 2017

- Over 85: 5,753
- Age 80-84: 5,899
- Age 75-79: 8,116
- Age 70-74: 10,970
- Age 65-69: 15,997
- Age 60-64: 20,338
- Age 55-59: 21,728
- Age 50-54: 22,214
- Age 45-49: 20,702
- Age 40-44: 21,726
- Age 35-39: 22,857
- Age 30-34: 26,300
- Age 25-29: 29,988
- Age 20-24: 30,197
- Age 15-19: 25,478
- Age 10-14: 22,495
- Age 5-9: 22,273
- Under 5: 24,737

Work and Live

50,075 Commute In
104,575 Commute Out
15,054

50,075 Commute In
104,575 Commute Out