

**Shasta–Tehama-Trinity
Joint Community College District**

**ENROLLMENT MANAGEMENT
PLAN
2019 – 2021**

Mission Statement

Shasta College provides a diverse student population with open access to undergraduate educational programs and learning opportunities, thereby contributing to the social, cultural, creative, intellectual, and economic development of our communities. The District offers general education, transfer and career-technical programs, and basic skills education. Shasta College provides opportunities for students to develop critical thinking, effective communication, quantitative reasoning, information competency, community and global awareness, self-efficacy, and workplace skills. Comprehensive student services programs and community partnerships support student learning and personal development.

Approved by the Board of Trustees on June 14, 2017

Institutional Goals 2012- 2030

1. Shasta-Tehama-Trinity Joint Community College District will use innovative best practices in instruction and student services for transfer, career technical, and basic skills students to increase the rate at which students complete degrees, certificates, and transfer requirements.
2. Shasta-Tehama-Trinity Joint Community College District will use technology and other innovations to provide students with improved access to instruction and student services across the District's large geographic area.
3. Shasta-Tehama-Trinity Joint Community College District will increase students' academic and career success through civic and community engagement with educational institutions, businesses and organizations.
4. Shasta-Tehama-Trinity Joint Community College District will institutionalize effective planning practices through the implementation, assessment, and periodic revision of integrated planning processes that are transparent and participatory and that link the allocation of resources to planning priorities.

Enrollment Management Committee Mission

To develop a holistic, comprehensive, and integrated approach to enrollment management while recommending scheduling, instructional and student support strategies to enhance equitable access, success, persistence and goal attainment.

Development of the 2019 -2021 Enrollment Management Plan

The Enrollment Management Committee initially recommended the adoption of a two-year planning cycle to anticipate periods of growth and stability. With the adoption of the new state funding formula, the committee is proposing the next two year plan that would be aligned directly with the 2018-2021 Strategic Plan and support the 2017-2019 Integrated Plan.

This plan supports the college's efforts to infuse equity-mindedness throughout instruction and student support programs by closing achievement gaps and providing the best possible opportunities for all students. Informed by the *Guided Pathways, Completion By Design* and *Student Support (Re)Defined* Frameworks, this plan continues to focus on the following goals:

Goal #1: Seek

The goal is to encourage prospective students to apply and complete a structured onboarding process that helps them to choose a pathway and enroll in appropriate courses.

Goal #2: Keep

Aligned with Guided Pathways, the goal is to help students stay on their path by developing responsive strategies to support student persistence and retention that includes proactive academic and career advising and responsive student tracking systems.

Goal #3: Complete

The goal is to help students complete a program of study and earn a credential with value in the labor market or a transfer degree.

Goal #4: Promote a Culture of Inquiry

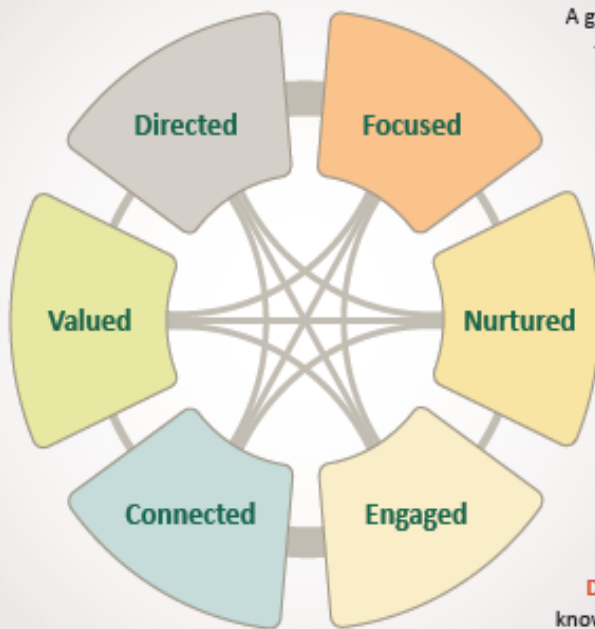
The goal is to use evidence to support a culture of inquiry which will inform continuous improvement efforts.

Additionally, this Enrollment Management Plan supports the metrics that were developed to measure the effectiveness of the 2018-2021 Shasta College Strategic Plan. These indicators are aligned with the Chancellor's Office Vision for Success and are common to the Shasta College Integrated Plan which guides the work of the SEAP Program (Student Equity and Achievement Program). All metrics will be disaggregated by ethnicity, gender, and other SEAP required/important equity categories and will be reported annually to ensure adequate progress toward reducing equity gaps and improving overall student success.

Student access, success, retention and completion remain the focus of this plan. Informed by the input and involvement from the entire campus, this plan aligns and focuses district procedures and resources on improving student outcomes. It incorporated the six student success factors derived from evidence by the RP Group in their research as shown in Figure 1.

The Committee wishes to thank our colleagues at Long Beach City College who served as a resource in the development of this plan.

Defining the “Six Success Factors”



A growing body of evidence indicates that strategic supports—delivered inside and outside the classroom—can increase students’ abilities to achieve completion and transfer. This research suggests that student support activities must be (1) integrated into students’ daily experience and (2) included in the overall curriculum. The RP Group’s review of leading studies on student support found that effective support—in addition to being integrated and intrusive—helps students become:

Directed: students have a goal and know how to achieve it

Focused: students stay on track—keeping their eyes on the prize

Nurtured: students feel somebody wants and helps them to succeed

Engaged: students actively participate in class and extra-curricular activities

Connected: students feel like they are part of the college community

Valued: students’ skills, talents, abilities and experiences are recognized; they have opportunities to contribute on campus and feel their contributions are appreciated

These “six success factors” form the basis for the RP Group’s student-focused investigation of support. Readers can find complete definitions later in this report as well as a full discussion of these factors in the study’s literature review at <http://www.rpgroup.org/content/research-framework>.

Figure 1. Defining “Student Success Factors.” (RP Group)

Enrollment Management Goal 1: Seek

The goal is to encourage prospective students to apply and complete a structured onboarding process that helps them to choose a pathway and enroll in appropriate courses.

Activities:

- *Develop a marketing plan that is informed by Guided Pathway and Equity goals.*
- *Implement website resources to streamline and track the student intake process from application to registration.*
- *Develop targeted communications that prompt students to move efficiently through the matriculation process.*
- *Evaluate and update the online and in-person new student orientations.*
- *In consultation with local high schools, develop promotional materials to highlight the benefits of the California College Promise Grant.*
- *Develop a newsletter to share information and program updates with regional high school counselors and administration.*
- *Implement electronic transcript data sharing between the college and regional high school districts.*
- *Expand virtual counseling capabilities to serve students independent of geographic location.*
- *Implement an electronic signature solution.*
- *Investigate the integration of high school career services with college academic placement that includes structured exploration for undecided students.*
- *In support of Guided Pathways, integrate degree program maps into the automated student education planning solution.*
- *Complete the planning of the new Student Services “One Stop” building on the Redding and Tehama campuses and support other Extended Education sites in continuing the provision of integrated (One Stop) services.*

Enrollment Management Goal 2: Keep

Aligned with Guided Pathways, the goal is to help students stay on their path by developing responsive strategies to support student persistence and retention that includes proactive academic and career advising and responsive student tracking systems.

Activities:

- *Develop the workflow to support responsive student tracking systems that align interventions and resources to help students remain on their path.*
- *Disaggregate retention and success data from academic programs to determine if equity goals have been achieved and make revisions as needed for improved success.*
- *Provide all students with shastacollege.edu email addresses.*
- *Investigate the feasibility of a Completion Grant program that provides free tuition for students who are near the end of their program.*
- *Develop a plan to increase student and faculty awareness of student support services on all Shasta College campuses.*
- *Implement a new student portal to replace MyShasta.*
- *Develop the workflow plan to evaluate transcripts for incoming students.*
- *Expand the promotion of Student Success courses to first-year students*
- *Investigate the adoption of schedule builder software.*

Enrollment Management Goal 3: Complete

The goal is to help students complete a program of study and earn a credential with value in the labor market or a transfer degree.

Activities:

- *Implement Shasta Summit to provide feedback and appropriate support services to students.*
- *Continue to create and update program maps.*
- *Support faculty in their development of practices designed to achieve student equity goals.*
- *Continue timely outreach efforts to students to encourage the completion of comprehensive student education plans.*
- *Evaluate and develop a plan to implement a “Call Center.”*
- *Develop and launch a “Declare Your Major” campaign.*
- *Review priority registration to ensure that the college is supporting completion.*
- *Continue to promote ADT (Associate Degree for Transfer) degrees.*
- *Promote and enhance Student Employment Center services and increase awareness of those services to students, faculty and staff.*
- *Promote and enhance Transfer Center services and increase awareness of those services to students, faculty and staff.*

Enrollment Management Goal 4: Promote a Culture of Inquiry

The goal is to use evidence to support a culture of inquiry which will inform continuous improvement efforts.

Activities:

- *Conduct a second Community College Survey of Student Engagement, identify areas of need and implement a plan to address these areas.*
- *Make student success and equity data more accessible and transparent in real-time.*